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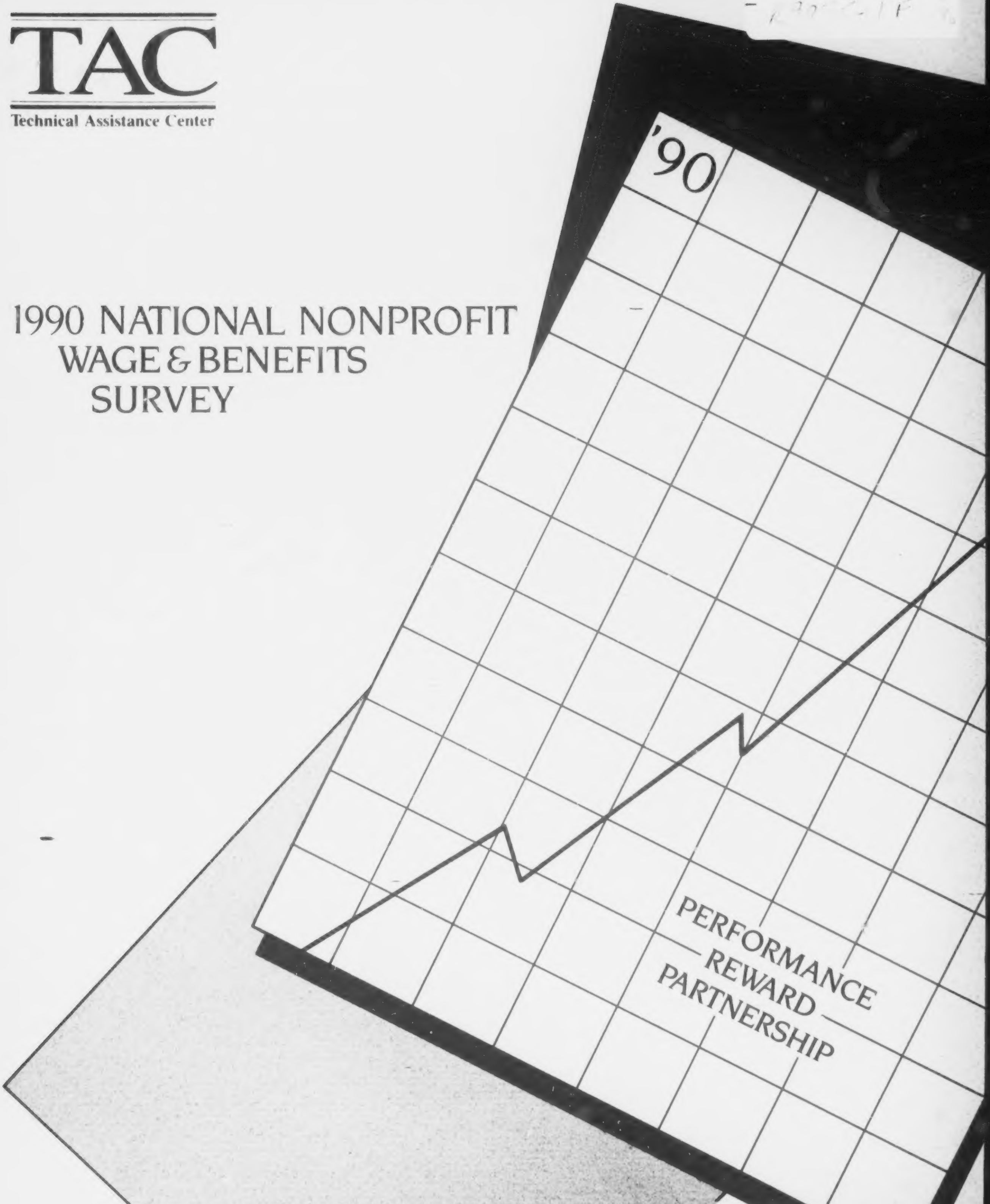
TAC
Technical Assistance Center

1990 NATIONAL NONPROFIT WAGE & BENEFITS SURVEY


'90
PERFORMANCE
REWARD
PARTNERSHIP

A nonprofit management consulting firm for nonprofits

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TAC
Technical Assistance Center 1385 South Colorado Blvd. • Suite 504, Bldg. A. • Denver, CO 80222 • (303) 691-9610

July, 1990

Dear Colleague:

TAC's mission is to provide nonprofits with the information and assistance they need to do business that does good by doing well. As such, we are pleased that you have purchased the 1990 National Wage & Benefits Survey, and trust that you will find that you have made a wise choice.

For the past three years, this survey has helped nonprofits develop better and more competitive compensation packages. This year, in response to the need for more information, TAC has published a 1990 Compensation Manual for Nonprofits, which helps nonprofit managers design their compensation practices and effectively communicate these to their employees. You can find information about this, and other TAC publications at the back of this survey.

If you would like additional information about TAC, please call us at (303) 691-9610. We'd be happy to talk with you.

Sincerely,

Carol A. McColl

Carol A. McColl
Executive Director

Credits

The Technical Assistance Center would not have been able to publish the 1990 National nonprofit Wage & Benefits Survey without the generous amount of time and effort given by the following volunteers:

Ed Busch--Expert benefits analysis

Jean Mendoza--Expert salary analysis

TAC staff responsible for the publication of this survey include:

Mary Wayman Huey--Project Manager

Sue Desch--Typist, Graphics

Linda Connor--Typist

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1990

National Nonprofit Wage and Benefits Survey

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Section 1

Survey Overview

A. SUMMARY

1. Survey Process

The information represented in this survey was obtained through a random mailing to 501(C)3 nonprofit organizations in six geographic regions of the United States. A special effort was made to include in the sample arts groups, as well as human services, civic, health, and environmental groups. Of the nonprofit organizations throughout the United States, a sample of 3,000 agencies was surveyed. Seven hundred four those agencies returned completed surveys for a 23.5% response rate.

2. Survey Results

The budgeted salary increases for 1990 are less than the actual salary increase for 1989. Not only was this true nationally but for all but two regions. When using budget size as the variable, only agencies with budgets from $100,000 - $200,000 provided a larger increase in 1990, 4.19% up from 3.84% for 1989. This increase is less than the average increase for all agencies of 4.3% in 1989.

As with last year, budget size is the major factor impacting salary. Generally, the positions are paid progressively more as the budget increases. The salary curve is flatter for support staff and technical positions, than for professional staff.

Metropolitan areas pay higher salaries than either Other Urban or Rural areas.

As expected, National organizations have the highest salaries, while Local agencies have the lowest wages. Statewide agencies generally pay more than either Multi-County or Regional organizations.

Agencies continue to rely heavily on college and advanced degrees for professional staff. For example, 92% of the Executive Directors, 86% of the Department Directors, and 79% of the Program Specialists had college degrees.

B. FORMAT OF THE SURVEY

SECTION I: SURVEY OVERVIEW (Pages 1-18)

A chart of responding organizations nationwide, divided into operating budget size, is found on page 7. Immediately following this chart is a summary of agency budget size within each of the six geographic regions. A map of the six regions precedes these graphics, on page 5.

The next 6 pages provide an analysis of staffing levels -- full-time, part-time, volunteer -- for all agencies responding, and then a breakdown for these employees and volunteers by geographic region. An analysis of full-time employees by agency location is also included.

The last 4 pages in this section provide the reader with quick national and regional overviews of agency location, the geographic scope of the client base, and the organizational purposes of the responding agencies.

Section II. Wage & Salary Results by Position (Pages 19-49)

Fourteen job titles were established which are commonly found in nonprofit organizations. This includes the "Volunteer Coordinator" position which has been added for 1989. Survey data for actual salaries - minimum, mean and maximum - are reported for each one. However, these positions are intended only to be a guide. To use this data find the position or positions which most closely relate to the positions within your organization. At times, extrapolation or projections will be necessary to find the best match to your job titles.

For each individual position, national information is broken down into the following categories:

1) By Agency Budget Size- The agencies have been broken down into groups based on the reported size of their operating budgets.

2) By Location- Data reported was also analyzed by the location of the agency.

3) By Population- Data is reported here based on the geographical scope of the population served by the agency.

4) Education- Here you will find the type of degree or years of education of the incumbents for the position listed.

These different categories will help determine where and how each position fits into the overall survey data.

(Note: Where the term "unspecified" appears under any category, it indicated that the respondent did not provide enough information to fit the salary data provided into a specific area within the category, or reported information that did not fit a specific category.

The page immediately following the national survey data on each position provides regional salary and educational information for the same position.)

Section III. Benefits (Pages 50-60)

Leading off this section are highlights of the benefits data provided by the responding agencies. The following pages then summarize by region and operating budget, how these organizations utilize benefits such as vacations, sick days, pension programs, health and disability insurance in their overall compensation packages.

Section IV. Survey Participants

A list of the agencies participating in this survey is provided.

C. USE OF THE SURVEY DATA

In using the survey data, it is important to consider factors which vary among organizations, positions, and persons. The outlined position description is intended only as a guide.

The salaries for positions may vary widely due to a number of different reasons, including: a) organization compensation philosophy; b) budgetary constraints; c) individual employee experience, education, performance; d) location of agency; or e) the strengths or weaknesses of the match between survey job description and organization position.

The optimum use of this survey will be obtained when all the factors which affect salary and benefits are taken into consideration. It is further advised that this data not be the sole source of salary information but be used in conjunction with information obtained from other sources. The broadest scope possible for your information will allow a greater degree of confidence in determining and administering salaries for your specific needs.

The data for the survey was compiled by 6 regions (see map next page). These six regions are:

1 Northeast (NE)

2 Southeast (SE)

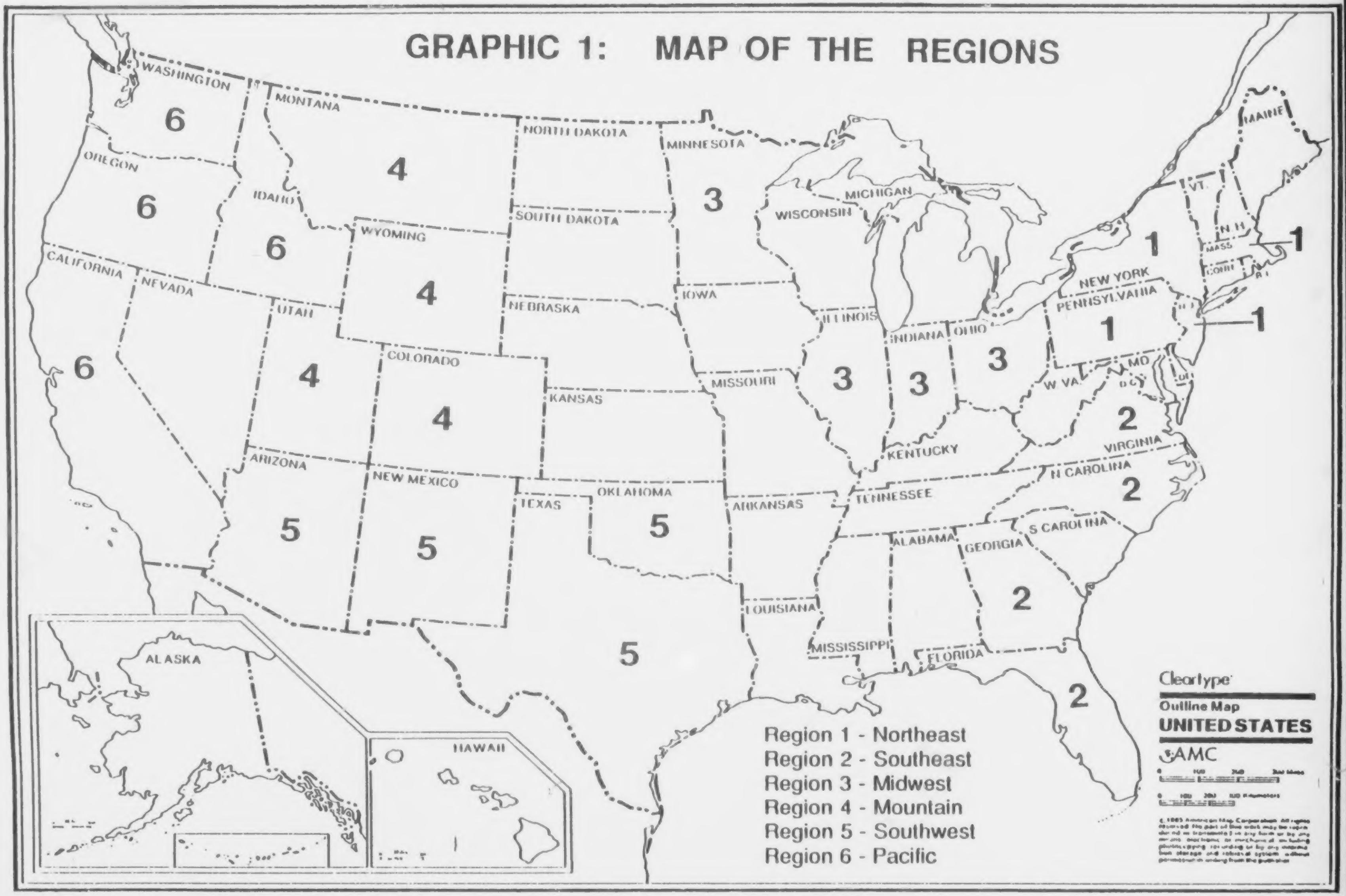
3 Midwest (MW)

4 Mountain (MTN)

5 Southwest (SW)

6 Pacific (PAC)

GRAPHIC 1: MAP OF THE REGIONS


WASHINGTON
OREGON
CALIFORNIA
NEVADA
IDAHO
MONTANA
WYOMING
UTAH
ARIZONA
COLORADO
NEW MEXICO
NORTH DAKOTA
SOUTH DAKOTA
NEBRASKA
KANSAS
OKLAHOMA
TEXAS
MINNESOTA
IOWA
MISSOURI
ARKANSAS
LOUISIANA
WISCONSIN
MICHIGAN
ILLINOIS
INDIANA
OHIO
KENTUCKY
TENNESSEE
MISSISSIPPI
ALABAMA
GEORGIA
FLORIDA
S CAROLINA
N CAROLINA
VIRGINIA
W VA
MD
DC
DE
PENNSYLVANIA
NEW YORK
N J
VT.
N H
MAINE
MASS
CONN
R I
ALASKA
HAWAII
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6
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3
3
3
1
1
1
1
2
2
2
2
Region 1 - Northeast
Region 2 - Southeast
Region 3 - Midwest
Region 4 - Mountain
Region 5 - Southwest
Region 6 - Pacific
Cleartype
Outline Map
UNITED STATES
AMC

D. SUMMARY OF RESPONDING AGENCIES

Of the responding agencies, 5% had budgets under $100,000, 46% had budgets of $100,000 - $1,000,000, and 47% had budgets over $1,000,000 (Graphic 2). Just 2% did not report their budget size.

Agencies with 3-10 full time employees accounted for approximately 1/3 of all respondents (Graphic 4). As would be expected, the number of staff persons increases as the size of the budget increases. For example, of agencies with budgets of less than $100,000, a majority had 1-2 employees (Graphic 7). In contrast, 80% of the agencies with $5,000,000+ budgets had over 50 full-time staff.

Part-time staff usually number less than 10 in most agencies (Graphic 8). As with full-time staff, the number of part-time staff increases significantly as the budget increases.

The percent of agencies utilizing the services of volunteers does not vary greatly (Graphic 12). As with full-time and part-time staff, the number of volunteers utilized increases as the budget increases. Just 10% of the agencies with budgets between $0-$100,000 use over 50 volunteers. This compares with 36% of the $5,000,000+ agencies (Graphic 13).

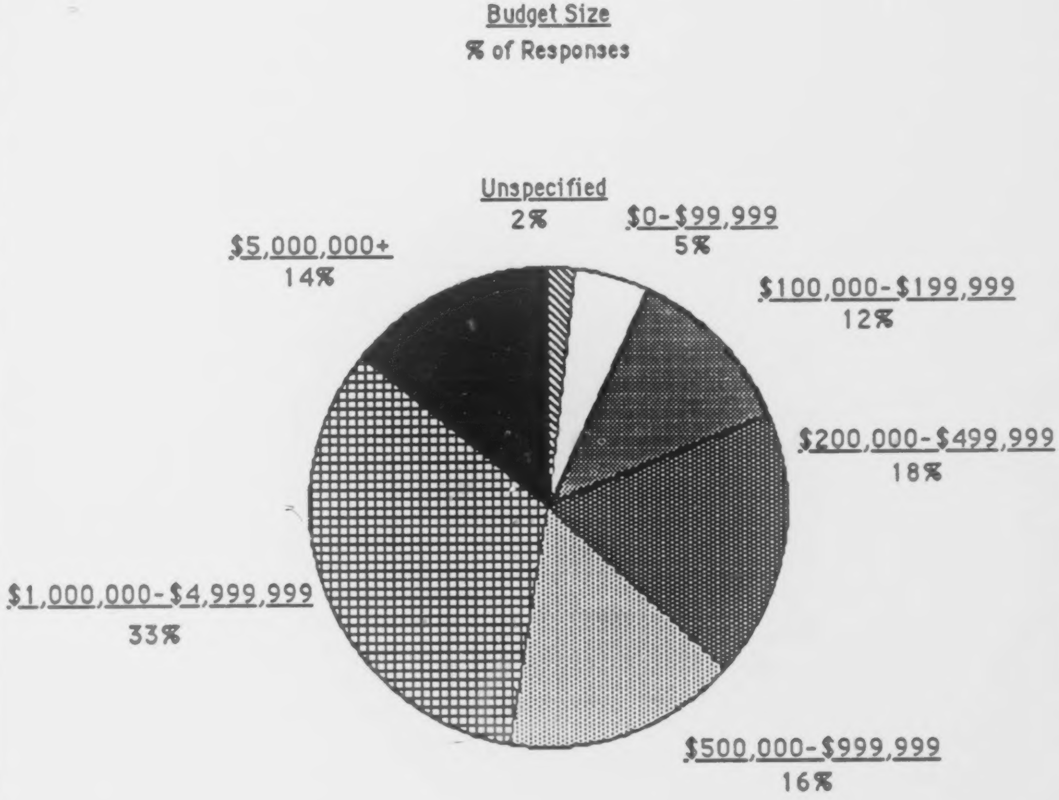
Finally, almost 60% of the respondents were located in metropolitan areas and the remainder almost evenly divided between "other urban" areas and "rural" areas (Graphic 14). Regionally, 55-72% of agencies serve either local or multi-county areas (Graphic 15B).

Nationally, human service organizations comprised 39% of the respondents followed by education (12%), health (11%), and arts organizations (10%) respectively (Graphic 17). 19% of the organizations reported multiple purpose goals and objectives.

GRAPHIC 2:

Budget Size $

Budget ($) of responding agencies



Graphic 3: Agency Budget Size, % by Region
(704 Organizations Reporting)

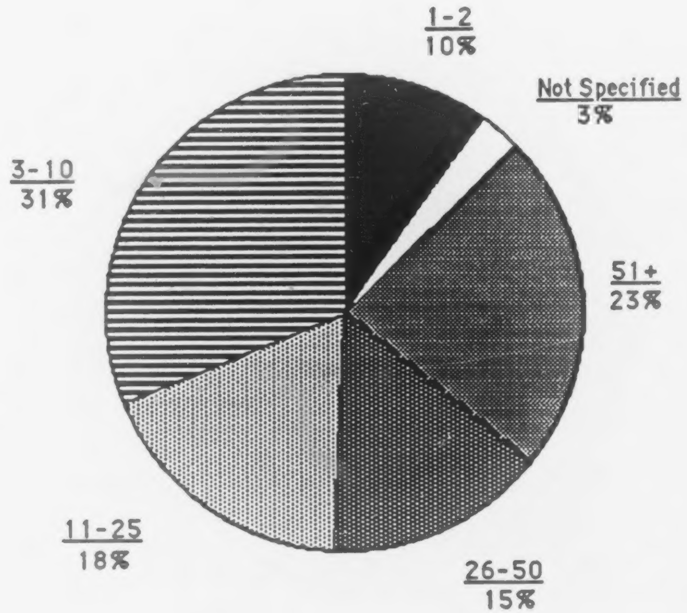
Agency Budget (in $000's)	1 Northeast	2 Southeast	3 Midwest	4 Mountain	5 Southwest	6 Pacific
$ 0 - 100	3%	1%	4%	7%	7%	5%
100 - 200	8	14	7	13	18	14
200 - 500	13	22	17	23	19	16
500 - 1,000	14	12	17	18	11	21
1,000 - 5,000	37	29	37	27	35	31
5,000+	20	22	17	10	10	11
Unspecified	5	0	1	2	0	2

GRAPHIC 4:

Full-Time Employees

Percent of agencies utilizing full-time employees

NUMBER OF EMPLOYEES
% OF AGENCIES



Graphic 5: % of Full-Time Employees by Agency Location

Agency Location	0	1-2	3-10	11-25	26-50	51+
Metro	3%	9%	31%	18%	14%	25%
Other Urban	2	10	33	22	12	21
Rural	6	12	30	15	18	19

Graphic 6: % of Full-Time Employees by Region

Region	0 or not specified	1-2	3-10	11-25	26-50	51+
1 (NE)	3%	8%	25%	15%	20%	29%
2 (SE)	1	15	33	14	12	25
3 (MW)	2	8	28	19	14	29
4 (MTN)	6	11	34	20	14	15
5 (SW)	2	11	37	11	13	26
6 (PAC)	4	8	31	25	11	21

Graphic 7: % of Full-Time Employees by Budget Size

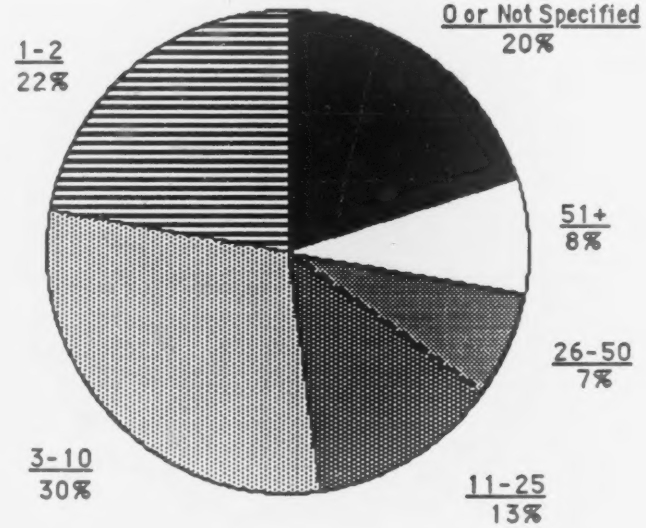
Budget Size	0 or not Specified	1-2	3-10	11-25	26-50	51+
$ 0 - 50	26%	55%	16	3%	0%	0%
100 - 200	4	39	54	1	1	1
200 - 500	2	14	72	8	0	4
500 - 1,000	3	1	42	44	7	3
1,000 - 5,000	1	0	8	26	37	28
5,000 +	4	0	4	3	9	80

GRAPHIC 8:

Part-Time Employees

Percent of agencies utilizing part-time employees

NUMBER PART-TIME EMPLOYEES
% OF RESPONDENTS



Graphic 9: Part-Time Employees by Region

Region	0 or not specified	1-2	3-10	11-25	26-50	51+
Northeast	21%	17%	30%	12%	8%	12%
Southeast	21	22	23	14	8	12
Midwest	21	19	26	17	9	8
Mountain	20	25	30	12	8	5
Southwest	16	26	34	11	5	8
Pacific	20	22	32	14	5	7

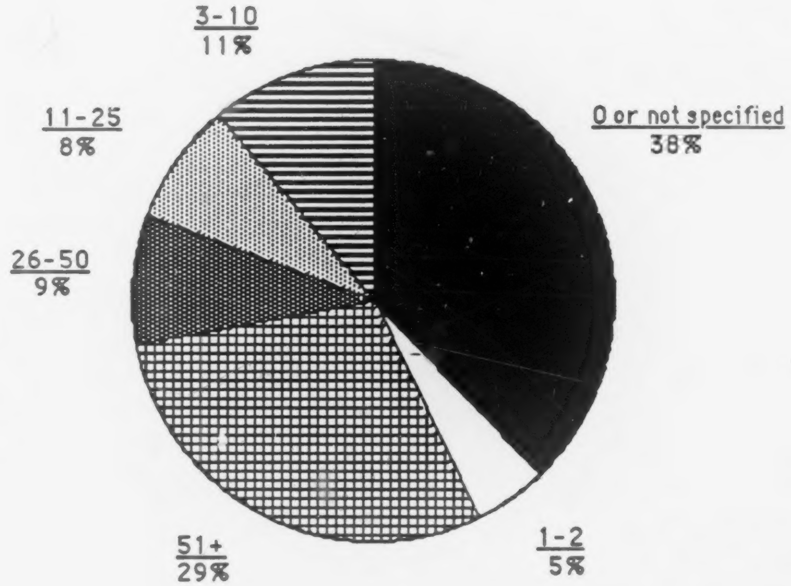
Graphic 10: Part-Time Employees by Budget Size

Budget(in $000's)	0 or Not Specified	1-2	3-10	11-25	26-50	51+
$ 0 - 100	19%	58%	20%	3%	0	0
100 - 200	32	32	31	3	1	1
200 - 500	26	29	33	9	2	1
500 - 1,000	22	23	35	14	2	4
1,000 - 5,000	15	15	30	21	10	9
5,000 +	14	5	25	10	16	30

GRAPHIC 11:

Volunteers
Percent of agencies utilizing volunteers

NUMBER OF VOLUNTEERS
% OF AGENCIES



Graphic 12: % of Agencies Utilizing Volunteers by Region

Region	0 or Not Specified	1-2	3-10	11-25	26-50	51+
Northeast	42%	4%	10%	8%	12%	24%
Southeast	29	1	7	10	12	41
Midwest	39	6	11	6	7	31
Mountain	42	6	9	9	8	26
Southwest	40	8	11	3	7	31
Pacific	34	8	18	9	7	24

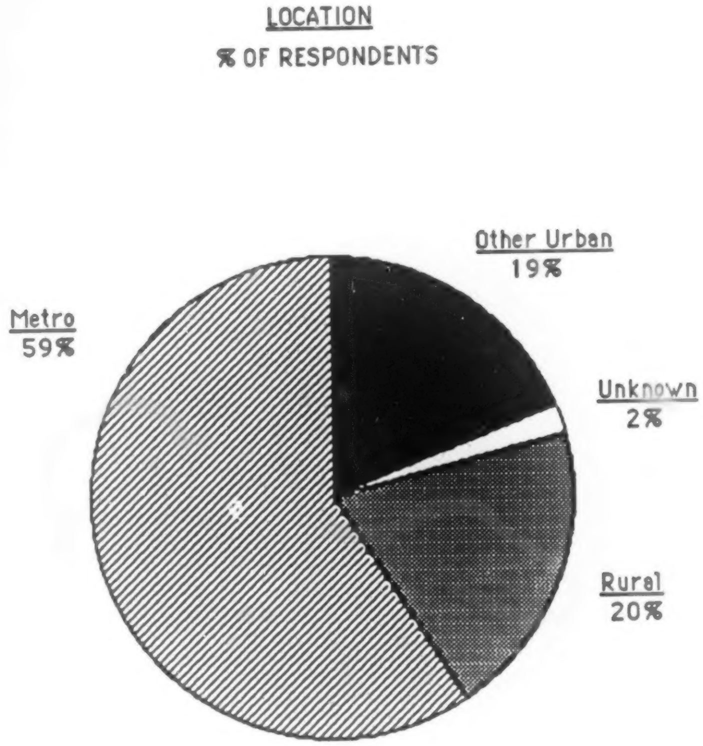
Graphic 13: % of Agencies Utilizing Volunteers by Budget Size

Budget(in $000's)	0 or Not Specified	1-2	3-10	11-25	26-50	51+
$ 0 - 100	29%	10%	22%	13%	16%	10%
100 - 200	39	7	7	8	12	27
200 - 500	35	6	9	7	14	29
500 - 1,000	36	8	11	10	5	30
1,000 - 5,000	41	5	14	5	7	28
5,000 +	41	0	7	8	8	36

GRAPHIC 14:

Location

Location of responding agencies.



Graphic 15: Location/Scope Served/Organizational Purpose by Region

(704 Organizations Reporting)

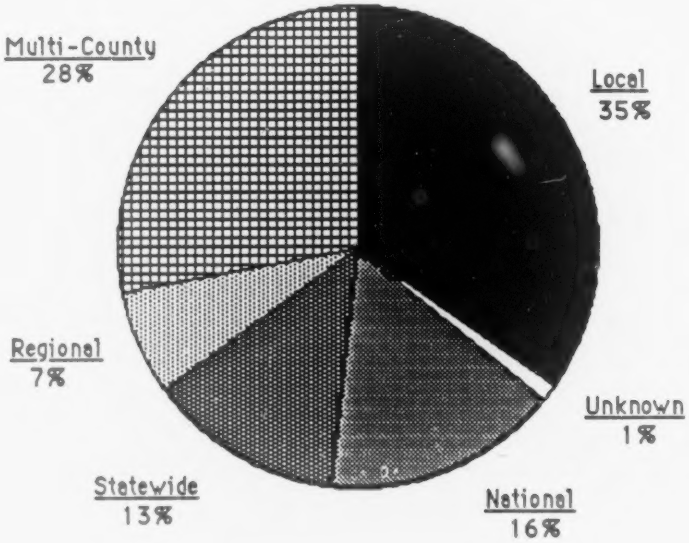
	1 Northeast	2 Southeast	3 Midwest	4 Mountain	5 Southwest	6 Pacific
A. Location Agencies						
Metro	57%	59%	56%	59%	69%	60%
Other Urban	15	23	16	22	18	25
Rural	25	17	27	18	13	9
Unspecified	3	1	1	1	0	6
B. Geographic Scope Served						
Local	38%	21%	35%	32%	34%	40%
Multi-County	21	34	37	26	26	28
Statewide	8	18	12	16	16	14
Regional	10	6	6	5	5	5
National	20	20	10	19	18	12
Unspecified	3	1	0	2	1	1
C. Organization Purpose						
Advocacy/ Community Action	7%	3%	9%	1%	8%	5%
Arts/Culture	10	6	8	14	11	11
Civic/Religious Scientific	3	3	6	6	5	1
Education	14	19	9	12	15	5
Health	9	12	10	8	16	13
Human Service	34	41	39	47	32	39
Other/Multiple	23	16	19	12	13	26

GRAPHIC 16:

Scope Served

Scope of clients served by agencies.

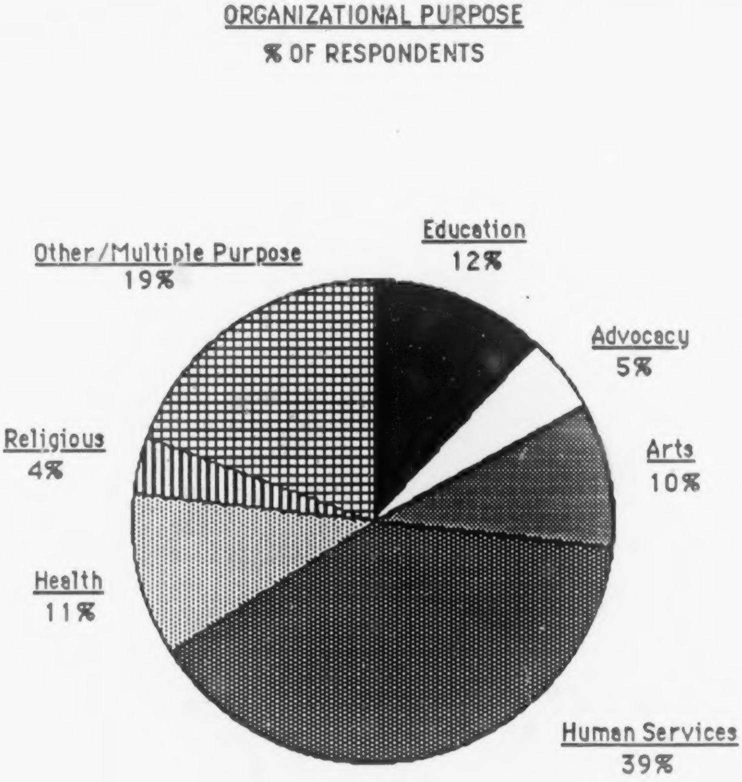
SCOPE SERVED
% OF RESPONDENTS



GRAPHIC 17:

Organizational Purpose

Percentage of responding agencies.



Section II

Wage Results by Position

SECTION II - A. WAGE SUMMARY BY REGION & OPERATING BUDGET

In 1990 nine of every ten agencies reporting in the survey indicate their intention to provide salary increases, which will averge 4.76%. These same agencies reported average salary increases of 4.97% in 1989. Regionally for 1990, the average increase will range from a low of 3.86% for the Mountain area to 4.61% for the Northeast.

Approximately ten percent of the reporting agencies indicate they do not plan increases in 1990. With these agencies also included in the total universe, the average salary increase, nationally, for 1990 drops to 4.30%. That compares with actual salary increases averaging 4.37% last year.

Salaries reported for 1989 and planned or already given in 1990 are shown in the graphic below for each region and budget.

Graphic 18: 1989 & 1990 Salary Increases

	1989		1990	
Region	All Reporting Agencies	Agencies Granting Raises*	All Reporting Agencies	Agencies Granting Raises*
1 (NE)	4.80%	5.35%	4.61%	4.94%
2 (SE)	4.89	5.33	4.60	4.94
3 (MW)	4.49	4.79	4.47	4.70
4 (MTN)	4.14	4.82	3.86	4.42
5 (SW)	4.06	4.75	4.15	4.76
6 (PAC)	4.11	4.94	4.27	4.91
Budget (in $000's)				
$ 0 - 100	3.50%	5.43%	3.34%	4.31%
100 - 200	3.84	5.17	4.19	4.75
200 - 500	4.35	5.05	4.24	4.76
500 - 1,000	4.59	5.07	4.55	4.89
1,000 - 5,000	4.47	4.78	4.25	4.59
5,000+	5.08	5.29	4.64	5.04

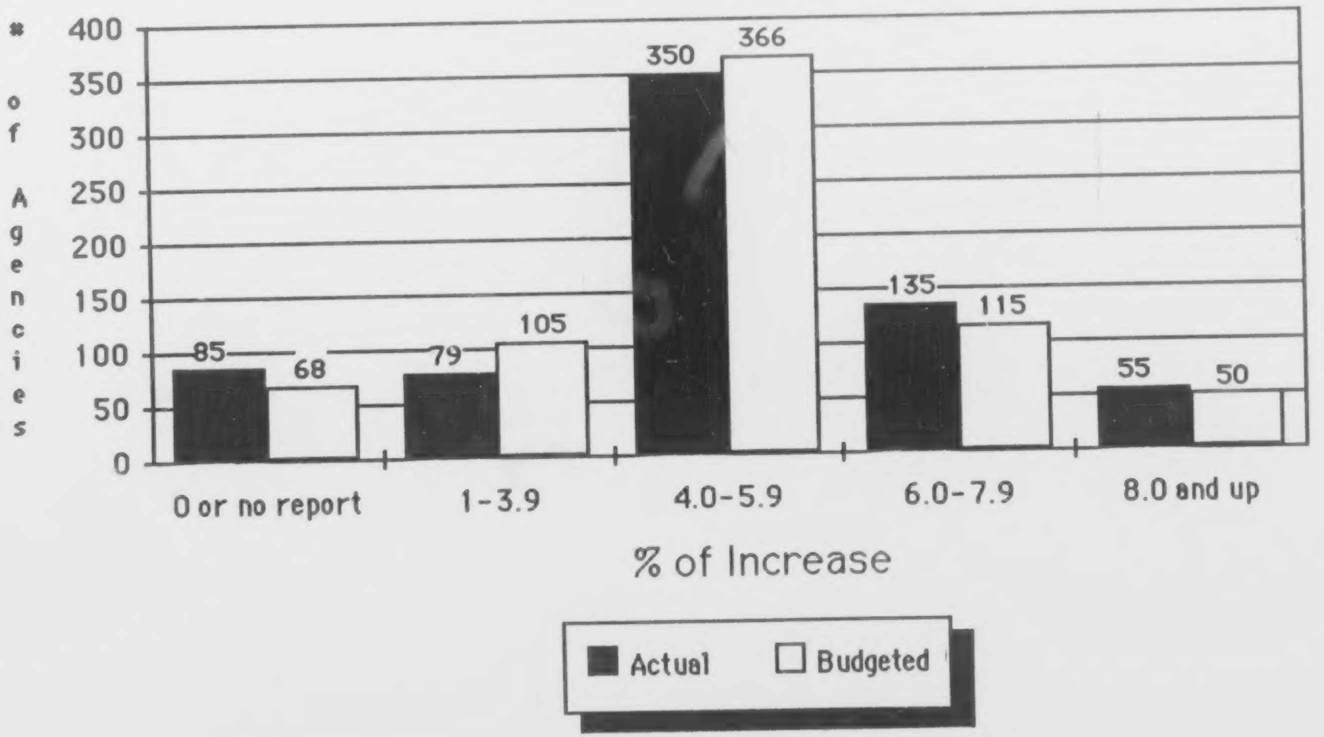
*Includes only those reporting organizations which granted or planned increases.

Average	4.37%	4.97%	4.30%	4.76%

GRAPHIC 19:

% SALARY INCREASE
1989 ACTUAL/1990 BUDGETED

(704 Agencies Reporting)



E. INTRODUCTION OF WAGE BY STAFF POSITIONS

Following are the 14 positions surveyed with data for each being presented on two pages. The first page is the salary data by agency budget size, location, and population area served. This page also reports the average salary and educational level. The second page presents the salary and education data by region.

NATIONAL

EXECUTIVE DIRECTOR

1. **POSITION DESCRIPTION:** Overall agency administrator, reports directly to Board, implements Board policy, and represents the agency to the public.

2. **POSITION QUALIFIERS:** (typical to position)

Reports to:	Board Chairman
Supervises:	Deputy and/or Department Heads
Education:	Masters Degree
Experience:	5 years

3. **AVERAGE SALARY:** $49,443

4. **ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED**

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (In $000's)				
$ 0 - 99	$16,000	$23,082	$32,000	22
100 - 199	17,000	30,803	60,000	77
200 - 499	12,000	37,546	90,100	126
500 - 999	17,700	42,676	100,000	113
1,000 - 4,999	17,000	55,825	180,818	221
5,000 +	30,000	79,057	300,000	90
Unspecified	24,000	65,078	134,000	13
B. BY LOCATION				
Metro	$16,000	$53,871	$300,000	387
Other Urban	15,700	44.533	120,000	128
Rural	12,000	40,385	180,818	131
Unspecified	23,000	55,783	160,000	16
C. BY POPULATION				
Local	$12,000	$44,075	$205,000	229
Multi-County	18,000	45,049	150,000	189
State-Wide	15,700	51,705	155,100	89
Regional	16,000	53,078	117,508	45
National	17,700	65,558	300,000	101
Unspecified	23,000	56,915	88,337	9

5. **EDUCATION** - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	1%	7%	31%	42%	19%

REGIONAL

EXECUTIVE DIRECTOR

1. POSITION DESCRIPTION: Overall agency administrator, reports directly to Board, implements Board policy, and represents the agency to the public.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Board Chairman
Supervises:	Deputy and/or Department Heads
Education:	Masters Degree
Experience:	5 years

3. ACTUAL SALARY RANGES BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$16,900	$61,420	$300,000	138
Southeast	18,000	51,470	135,000	70
Midwest	12,000	46,597	112,350	118
Mountain	15,700	43,133	180,818	131
Southwest	17,100	48,471	108,000	58
Pacific	16,000	46,753	155,100	123
Unspecified	17,000	39,232	61,000	24

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	1%	6%	27%	47%	20%
Southeast	0	3%	49%	30%	18%
Midwest	0	5%	38%	48%	9%
Mountain	0	8%	34%	46%	12%
Southwest	0	7%	20%	51%	23%
Pacific	0	11%	34%	44%	12%

NATIONAL

DEPUTY or ASSOCIATE EXECUTIVE DIRECTOR

1. POSITION DESCRIPTION: Assists Executive Director; may act in Executive Director's absence; may supervise specific aspects of agency program or administration.

2. POSITION QUALIFIERS:(typical to position)

Reports to:	Executive Director
Supervises:	Managers and support staff as assigned by Executive Director
Education :	Masters Degree
Experience:	3 years

3. AVERAGE SALARY: $39,602

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 7,000	$11,280	$14,560	2
100 - 200	13,520	22,342	41,000	20
200 - 500	10,000	27,739	58,000	47
500 - 1,000	16,800	36,809	245,000	58
1,000 - 5,000	17,000	40,231	90,000	117
5,000+	26,000	54,264	120,000	66
Unspecified	30,992	51,070	74,000	7
B. BY LOCATION				
Metro	$14,560	$42,094	$120,000	186
Other Urban	15,700	36,199	70,540	63
Rural	7,000	34,604	245,000	58
Unspecified	20,000	43,700	92,000	10
C. BY POPULATION				
Local	$ 7,000	$35,503	$96,500	107
Multi-County	14,560	38,941	245,000	88
State-Wide	15,700	41,412	93,420	45
Regional	20,500	41,674	86,559	22
National	16,800	46,869	120,000	50
Unspecified	20,000	40,914	55,000	5

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	2%	9%	33%	46%	10%

REGIONAL

DEPUTY or ASSOCIATE EXECUTIVE DIRECTOR

1. POSITION DESCRIPTION: Assists Executive Director; may act in Executive Director's absence; may supervise specific aspects of agency program or administration.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Executive Director
Supervises:	Managers and support staff as assigned by Executive Director
Education :	Masters Degree
Experience:	3 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$16,000	$45,412	$120,000	79
Southeast	16,005	36,689	85,000	37
Midwest	10,000	37,049	87,900	57
Mountain	7,000	34,723	85,000	52
Southwest	19,404	37,998	90,000	22
Pacific	14,292	42,180	245,000	61
Unspecified	17,000	31,398	48,000	9

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	4%	7%	27%	51%	12%
Southeast	3%	10%	36%	46%	5%
Midwest	0	6%	26%	63%	5%
Mountain	2%	9%	42%	36%	11%
Southwest	0	0	32%	56%	12%
Pacific	2%	16%	42%	30%	11%

NATIONAL

BRANCH DIRECTOR

1. POSITION DESCRIPTION: Administers a decentralized unit of the agency within the policies of the agency; represents the agency in the community or service area.

2. POSITION QUALIFIERS (typical to position)

Reports to: Executive Director or Deputy Director
Supervises: Professional and/or managerial staff at Branch
Education : Bachelor' Degree
Experience: 3 years

3. AVERAGE SALARY $32,111

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 8,424	$15,534	$19,177	3
100 - 199	11,960	24,007	33,000	11
200 - 499	14,500	25,647	45,000	21
500 - 999	14,000	23,867	48,000	27
1,000 - 4,999	15,000	32,634	73,500	76
5,000	17,000	41,936	96,000	46
Unspecified	29,993	33,998	40,000	3
B. BY LOCATION				
Metro	$14,080	$34,125	$ 96,000	109
Other Urban	8,424	28,770	61,730	39
Rural	11,960	29,674	65,977	32
Unspecified	14,500	30,516	42,613	7
C. BY POPULATION				
Local	$11,960	$29,459	$ 66,667	74
Multi-County	8,424	30,134	96,000	42
State-Wide	14,500	32,612	60,000	24
Regional	17,000	35,170	65,977	12
National	19,000	38,034	73,500	30
Unspecified	26,000	42,700	67,387	5

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	3%	12%	48%	31%	6%

REGIONAL

BRANCH DIRECTOR

1. POSITION DESCRIPTION: Administers a decentralized unit of the agency within the policies of the agency; represents the agency in the community or service area.

2. POSITION QUALIFIERS (typical to position)

Reports to: Executive Director or Deputy Director
Supervises: Professional and/or managerial staff at Branch
Education : Bachelor's Degree
Experience: 3 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$15,500	$37,164	$ 96,000	39
Southeast	11,960	32,673	66,667	23
Midwest	14,080	31,700	50,000	29
Mountain	14,500	27,896	55,000	29
Southwest	14,000	35,915	67,387	14
Pacific	8,424	29,841	73,500	46
Unspecified	17,000	28,600	38,000	7

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	4%	0	51%	42%	4%
Southeast	0	18%	61%	12%	9%
Midwest	2%	9%	44%	40%	4%
Mountain	0	3%	56%	33%	8%
Southwest	0	11%	44%	28%	17%
Pacific	2%	27%	41%	27%	3%

NATIONAL

DIRECTOR OF DEVELOPMENT

1. POSITION DESCRIPTION: Administers and supervises fund raising and public relations.

2. POSITION QUALIFIERS: (typical of position)

Reports to:	Executive Director
Supervises:	Other professional staff in department and support staff
Education :	Bachelor's Degree
Experience:	3 years

3. AVERAGE SALARY: $35,155

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$19,500	$37,500	$49,000	3
100 - 199	16,800	33,507	60,000	7
200 - 499	15,015	27,444	60,000	30
500 - 999	14,223	28,251	50,000	44
1,000 - 4,999	16,902	35,035	78,000	131
5,000+	15,870	43,776	94,000	63
Unspecified	17,500	36,522	53,000	9
B. BY LOCATION				
Metro	$15,000	$36,675	$94,000	195
Other Urban	14,223	33,085	65,000	47
Rural	16,902	30,815	78,000	38
Unspecified	20,600	30,271	95,000	7
C. BY POPULATION				
Local	$14,223	$31,867	$60,000	72
Multi-County	16,800	32,127	74,000	88
State-Wide	20,000	38,011	80,000	39
Regional	21,000	37,732	57,712	29
National	15,015	39,733	94,000	53
Unspecified	30,848	47,571	70,000	6

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	2%	10%	59%	27%	3%

REGIONAL

DIRECTOR OF DEVELOPMENT

1. POSITION DESCRIPTION: Administers and supervises fund raising and public relations.

2. POSITION QUALIFIERS (typical of position)

Reports to:	Executive Director
Supervises:	Other professional staff in Department and support staff
Education :	Bachelor's Degree
Experience:	3 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$17,500	$38,537	$ 94,000	71
Southeast	16,902	35,046	82,000	36
Midwest	15,870	33,959	80,000	56
Mountain	14,223	30,377	69,000	49
Southwest	17,500	34,955	65,000	22
Pacific	18,708	36,531	74,000	46
Unspecified	26,000	36,021	60,000	7

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	1%	6%	63%	27%	1%
Southeast	2%	10%	59%	27%	2%
Midwest	2%	10%	67%	21%	0
Mountain	2%	14%	54%	26%	4%
Southwest	0	9%	59%	32%	0
Pacific	2%	10%	52%	30%	6%

NATIONAL

DEPARTMENT DIRECTOR

1. POSITION DESCRIPTION: Responsible for management of a major division of the agency. Supervises other professional staff or volunteers.

2. POSITION QUALIFIERS: (typical to position)

   Reports to: Executive Director or Deputy Director
   Supervises: Professional staff in department and support staff
   Education : Masters Degree
   Experience: 3 years

3. AVERAGE SALARY $32,176

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$25,000	$25,000	$25,000	1
100 - 199	13,000	21,614	41,500	19
200 - 499	12,792	25,246	53,000	55
500 - 999	7,280	25,808	48,000	74
1,000 - 4,999	13,000	32,886	94,952	177
5,000 +	18,826	43,187	179,000	84
Unspecified	22,505	33,399	48,000	8
B. BY LOCATION				
Metro	$13,000	$34,350	$179,000	256
Other Urban	7,280	28,339	130,000	84
Rural	13,000	28,079	65,000	71
Unspecified	21,000	40,287	92,500	7
C. BY POPULATION				
Local	$ 7,280	$30,653	$179,000	139
Multi-County	13,000	30,010	84,178	131
State-Wide	15,600	32,307	90,000	45
Regional	13,780	33,370	130,000	32
National	13,000	38,988	100,000	64
Unspecified	19,500	34,395	57,701	7

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	4%	10%	45%	35%	6%

REGIONAL

DEPARTMENT DIRECTOR

1. POSITION DESCRIPTION: Responsible for management of a major division of the agency. Supervises other professional staff or volunteers.

2. POSITION QUALIFIERS (typical to position)

Reports to: Executive Director or Deputy Director
Supervises: Professional staff in department and support staff.
Education : Masters Degree
Experience: 3 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$14,000	$36,952	$179,000	97
Southeast	13,000	30,657	72,000	44
Midwest	14,477	31,421	130,000	73
Mountain	12,792	29,012	75,000	78
Southwest	13,780	31,483	84,178	37
Pacific	7,280	31,439	64,615	79
Unspecified	22,000	31,114	40,900	10

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	2%	9%	44%	36%	10%
Southeast	3%	12%	49%	33%	3%
Midwest	4%	11%	50%	30%	5%
Mountain	4%	8%	37%	46%	5%
Southwest	1%	8%	51%	35%	5%
Pacific	5%	15%	46%	29%	6%

NATIONAL

CONTROLLER/BUSINESS MANAGER

1. POSITION DESCRIPTION: Responsible for supervision and administration of financial reporting, income and expenses, budgeting and audit. Other functions may include purchasing, payroll, insurance, and billing.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Executive Director or Deputy Director
Supervises:	Bookkeeper, other support staff
Education :	Bachelor's degree
Experience:	2 years

3. AVERGAE SALARY: $33,472

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 9,914	$12,665	$15,600	3
100 - 199	11,752	17,481	24,268	10
200 - 499	14,000	25,290	55,146	39
500 - 999	14,000	26,418	50,000	59
1,000 - 4,999	14,000	33,281	78,500	191
5,000+	20,000	44,189	100,000	89
Unspecified	24,500	37,506	49,000	10
B. BY LOCATION				
Metro	$14,000	$36,766	$100,000	241
Other Urban	14,000	29,926	70,540	78
Rural	9,914	26,945	67,500	70
Unspecified	16,000	28,435	39,940	12
C. BY POPULATION				
Local	$ 9,914	$32,142	$ 78,500	126
Multi-County	14,000	30,332	80,500	116
State-Wide	15,000	32,671	72,400	49
Regional	21,320	36,861	53,000	27
National	15,500	38,608	100,000	76
Unspecified	32,000	46,210	70,000	7

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	3%	27%	54%	15%	1%

REGIONAL

CONTROLLER/BUSINESS MANAGER

1. **POSITION DESCRIPTION:** Responsible for supervision and administration of financial analysis, income and expenses, budgeting and audit. Other functions may include purchasing, payroll, insurance, and billing.

2. **POSITION QUALIFIERS** (typical to position)

Reports to: Executive Director or Deputy Director
Supervises: Bookkeeper, other support staff
Education : Bachelor's degree
Experience: 2 years

3. **ACTUAL SALARY RANGE BY REGION**

Region	Min	Mean	Max	Responding Agencies
Northeast	$15,515	$38,252	$100,000	91
Southeast	11,752	30,895	80,000	41
Midwest	17,387	33,903	57,000	69
Mountain	9,914	30,310	67,500	80
Southwest	14,000	33,660	58,320	34
Pacific	12,480	32,608	72,400	78
Unspecified	17,500	27,813	31,000	8

4. **EDUCATION** - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	2%	18%	52%	28%	0
Southeast	2%	32%	61%	5%	0
Midwest	5%	24%	55%	15%	0
Mountain	4%	25%	51%	19%	1%
Southwest	0	22%	56%	22%	0
Pacific	3%	24%	61%	13%	0

NATIONAL

VOLUNTEER COORDINATOR

1. **POSITION DESCRIPTION:** Responsible for recruitment, orientation and placement of volunteers in agency programs.

2. **POSITION QUALIFIERS:** (typical to position)

Reports to:	Executive Director or Department Director
Supervises:	Volunteers
Education :	Bachelors Degree
Experience:	1 year

3. **AVERAGE SALARY:** $20,863

4. **ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED**

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$12,000	$14,833	$20,000	3
100 - 199	13,520	19,018	28,000	11
200 - 499	8,600	18,209	25,200	28
500 - 999	10,000	19,023	35,000	37
1,000 - 4,999	9,500	21,454	39,444	70
5,000 +	13,000	24,353	48,000	39
Unspecified	12,480	21,402	37,000	6
B. BY LOCATION				
Metro	$10,000	$22,356	$48,000	116
Other Urban	10,920	18,037	33,280	43
Rural	8,600	18,147	32,000	28
Unspecified	19,094	24,336	36,600	7
C. BY POPULATION				
Local	$ 8,600	$20,174	$35,000	64
Multi-County	9,500	19,775	48,000	66
State-Wide	13,500	24,670	36,600	17
Regional	12,000	20,555	36,000	18
National	12,000	22,831	40,000	24
Unspecified	19,094	22,758	30,000	5

5. **EDUCATION** - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	9%	24%	52%	14%	2%

REGIONAL

VOLUNTEER COORDINATOR

1. **POSITION DESCRIPTION:** Responsible for recruitment, orientation and placement of volunteers in agency programs.

2. **POSITION QUALIFIERS** (typical to position)

Reports to:	Executive Director of Department Director
Supervises:	Volunteers
Education :	Bachelor's Degree
Experience:	1 year

3. **ACTUAL SALARY RANGE BY REGION**

Region	Min	Mean	Max	Responding Agencies
Northeast	$12,200	$22,172	$36,000	39
Southeast	12,000	20,060	40,000	23
Midwest	8,600	18,916	36,600	31
Mountain	11,000	19,621	35,918	40
Southwest	10,920	19,750	36,000	18
Pacific	10,000	22,887	48,000	39
Unspecified	20,000	25,496	35,000	4

4. **EDUCATION** - Highest Level - % of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	10%	15%	66%	10%	0
Southeast	8%	28%	52%	12%	0
Midwest	14%	29%	49%	9%	0
Mountain	2%	12%	60%	24%	2%
Southwest	11%	22%	44%	22%	0
Pacific	10%	43%	38%	10%	0

NATIONAL

PROGRAM SPECIALIST

1. POSITION DESCRIPTION: Operates professional level program work which requires contact with clients and the community; participates in program design and conducts the programs themselves. May supervise lower level professional or support staff.

2. POSITION QUALIFIERS (typical to position)

Reports to: Department Director or Branch Director
Supervises: Paraprofessionals
Education : Bachelor's degree
Experience: 1 year

3. AVERAGE SALARY: $23,096

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$12,000	$18,210	$25,000	7
100 - 199	7,800	18,056	26,000	36
200 - 499	8,000	20,055	44,000	83
500 - 999	11,000	21,790	35,000	73
1,000 - 4,999	9,000	24,034	50,000	157
5,000+	14,350	28,225	70,000	72
Unspecified	11,440	28,972	47,000	8
B. BY LOCATION				
Metro	$ 8,448	$24,199	$ 70,000	254
Other Urban	9,000	21,500	58,798	95
Rural	7,800	21,247	42,000	78
Unspecified	15,000	24,867	45,924	9
C. BY POPULATION				
Local	$ 7,800	$21,529	$58,798	164
Multi-County	8,448	22,099	70,000	122
State-Wide	15,000	24,841	45,924	56
Regional	14,350	24,676	40,000	31
National	12,000	26,315	50,000	58
Unspecified	19,000	32,169	52,080	5

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	6%	16%	53%	24%	2%

REGIONAL

PROGRAM SPECIALIST

1. POSITION DESCRIPTION: Operates professional level program work which requires contact with clients and the community; participates in program design and conducts the programs themselves. May supervise lower level professional or support staff.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Department Director or Branch Director
Supervises:	Paraprofessionals
Education :	Bachelor's degree
Experience:	1 year

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$ 9,165	$25,239	$47,000	94
Southeast	12,000	24,372	70,000	44
Midwest	8,000	21,711	45,924	75
Mountain	7,800	21,387	42,000	81
Southwest	9,360	22,843	52,080	34
Pacific	8,448	23,023	58,798	91
Unspecified	13,000	23,103	35,000	17

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	7%	13%	54%	25%	1%
Southeast	3%	21%	41%	33%	3%
Midwest	7%	11%	60%	21%	2%
Mountain	7%	12%	53%	25%	3%
Southwest	0	19%	55%	23%	2%
Pacific	7%	25%	49%	19%	2%

OFFICE MANAGER

1. **POSITION DESCRIPTION:** Administers clerical support for the agency; establishes work procedures; supervises clerical staff; maintains supplies and equipment; oversees workload; performs clerical functions.

2. **POSITION QUALIFIERS** (typical to position)

Reports to:	Executive Director, Deputy Director, or Branch Director
Supervises:	Other support staff
Education :	2 years business school training
Experience:	3 years

3. **AVERAGE SALARY:** $20,263

4. **ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED**

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 6,968	$13,733	$19,802	6
100 - 199	9,600	15,613	24,000	36
200 - 499	7,000	17,649	30,000	63
500 - 999	10,000	19,560	35,000	61
1,000 - 4,999	9,000	21,302	45,000	141
5,000+	14,000	24,389	43,752	61
Unspecified	13,520	22,010	30,250	9
B. BY LOCATION				
Metro	$ 9,600	$22,029	$45,000	224
Other Urban	9,000	17,927	28,000	75
Rural	6,968	17,447	37,768	71
Unspecified	12,300	17,336	19,000	7
C. BY POPULATION				
Local	$ 6,968	$19,749	$45,000	127
Multi-County	10,000	19,347	40,500	113
State-Wide	9,000	19,960	33,230	55
Regional	13,520	21,997	37,768	25
National	10,000	22,549	40,000	52
Unspecified	17,000	24,900	43,752	5

5. **EDUCATION** - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	27%	47%	23%	2%	1%

REGIONAL

OFFICE MANAGER

1. POSITION DESCRIPTION: Administers clerical support for the agency; establishes work procedures; supervises clerical staff; maintains supplies and equipment; oversees workload; performs clerical functions.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Executive Director, Deputy Director, or Branch Director
Supervises:	Other support staff
Education :	2 years business school training
Experience:	3 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$11,770	$23,292	$45,000	82
Southeast	10,000	20,737	31,500	32
Midwest	6,968	18,928	30,250	77
Mountain	11,000	17,836	30,000	70
Southwest	10,000	20,314	43,752	31
Pacific	9,000	20,518	35,000	77
Unspecified	13,000	18,746	26,000	8

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	34%	40%	26%	0	0
Southeast	23%	58%	16%	3%	0
Midwest	29%	55%	14%	2%	0
Mountain	23%	44%	30%	3%	1%
Southwest	27%	44%	29%	0	0
Pacific	22%	48%	28%	2%	0

NATIONAL

SECRETARY

1. POSITION DESCRIPTION: Performs clerical support work of a skilled nature. May use a word processor. Must have good typing skills.

2. POSITION QUALIFIERS (typical of position)

Reports to:	Office Manager
Supervises:	None
Education :	High School or GED with business courses
Experience:	2 years

3. AVERAGE SALARY: $16,394

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 7,904	$11,586	$18,000	10
100 - 199	7,051	13,747	21,000	25
200 - 499	8,415	15,454	26,000	67
500 - 999	9,100	16,036	30,143	77
1,000 - 4,999	8,000	16,685	39,000	198
5,000 +	9,360	17,817	40,000	94
Unspecified	10,748	17,527	27,500	12
B. BY LOCATION				
Metro	$ 8,415	$17,347	$40,000	294
Other Urban	7,904	15,441	26,250	93
Rural	7,051	14,106	26,000	85
Unspecified	12,000	16,669	23,838	11
C. BY POPULATION				
Local	$ 7,051	$16,017	$39,000	145
Multi-County	7,904	15,298	31,175	148
State-Wide	9,360	16,245	30,000	63
Regional	9,000	16,500	26,461	34
National	9,000	18,661	40,000	86
Unspecified	15,000	20,360	32,778	7

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	52%	33%	14%	1%	0

REGIONAL

SECRETARY

1. POSITION DESCRIPTION: Performs clerical support work of a skilled nature. May use a word processor. Must have good typing skills.

2. POSITION QUALIFIERS (typical of position)

Reports to:	Office Manager
Supervises:	None
Education :	High School or GED with business courses
Experience:	2 years

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$ 9,300	$18,454	$40,000	108
Southeast	7,051	16,004	30,000	52
Midwest	7,628	15,352	24,398	96
Mountain	8,000	14,917	26,461	91
Southwest	9,000	15,301	32,778	44
Pacific	7,904	17,316	30,000	79
Unspecified	10,400	16,981	28,500	13

4. EDUCATION - Highest Level - Percent by Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	59%	25%	16%	1%	0
Southeast	51%	38%	12%	0	0
Midwest	57%	34%	9%	1%	0
Mountain	48%	36%	15%	1%	0
Southwest	51%	37%	10%	3%	0
Pacific	40%	39%	19%	2%	0

RECEPTIONIST/CLERK TYPIST

1. POSITION DESCRIPTION: Performs clerical functions on assignment; conducts public relations functions of greeting visitors in person and by telephone; takes and conveys appropriate messages.

2. Position Qualifiers (typical of position)

Reports to:	Office Manager
Supervises:	None
Education :	High School or GED plus some business courses
Experience:	0 - 1 year general office

3. AVERAGE SALARY $13,520

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$10,400	$11,398	$12,022	3
100 - 199	8,000	11,656	20,000	16
200 - 499	7,308	12,075	18,642	41
500 - 999	7,200	12,825	23,500	60
1,000 - 4,999	8,000	13,556	20,350	179
5,000 +	8,500	14,881	25,000	91
Unspecified	10,062	14,138	22,000	11
B. BY LOCATION				
Metro	$ 7,200	$14,195	$25,000	244
Other Urban	7,592	12,672	20,190	75
Rural	7,308	12,093	19,240	73
Unspecified	8,000	13,844	20,758	9
C. BY POPULATION				
Local	$ 7,308	$12,909	$20,976	127
Multi-County	7,592	12,777	25,000	117
State-Wide	8,130	13,822	22,000	42
Regional	8,000	14,229	20,000	31
National	7,200	14,936	23,500	77
Unknown	15,000	16,515	21,919	7

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Number	70%	23%	7%	1%	0%

REGIONAL

RECEPTIONIST - CLERK TYPIST

1. POSITION DESCRIPTION: Performs clerical functions on assignment; conducts public relations functions of greeting visitors in person and by telephone; takes and conveys appropriate messages.

2. POSITION QUALIFIERS (typical of position)

Reports to: Office Manager
Supervises: None
Education : High School or GED plus some business courses
Experience: 0 - 1 year general office

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$ 8,000	$14,783	$23,500	89
Southeast	8,000	13,144	22,000	38
Midwest	7,592	12,736	19,147	72
Mountain	7,200	12,429	20,976	78
Southwest	8,440	13,274	21,919	34
Pacific	7,308	14,091	25,000	80
Unspecified	9,500	14,123	19,000	10

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	74%	17%	8%	1%	0
Southeast	67%	29%	2%	2%	0
Midwest	80%	15%	4%	0	0
Mountain	61%	28%	10%	1%	0
Southwest	68%	29%	3%	0	0
Pacific	66%	25%	8%	1%	0

NATIONAL

BOOKKEEPER

1. POSITION DESCRIPTION: Maintains financial records and files. Assists in preparation of financial statements and reports; must be able to proficiently use typewriter and operate 10-key adding machine.

2. POSITION QUALIFIERS (typical to position)

Reports to: Controller
Supervises: None
Education : High school plus some formal or on-the-job training
Experience: 2 years

3. AVERAGE SALARY $18,800

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE				
$ 0 - 99	$10,400	$10,400	$10,400	1
100 - 199	7,800	14,432	31,000	19
200 - 499	10,000	17,908	31,200	42
500 - 999	8,400	17,779	29,500	50
1,000 - 4,999	10,530	18,750	40,500	179
5,000 +	12,000	20,926	60,000	87
Unspecified	10,000	19,123	35,000	12
B. BY LOCATION				
Metro	$ 9,000	$19,687	$60,000	225
Other Urban	10,000	18,281	31,700	78
Rural	7,800	16,760	35,500	79
Unspecified	12,500	19,050	26,769	8
C. BY POPULATION				
Local	$ 7,800	$18,804	$40,500	126
Multi-County	8,400	17,634	30,000	119
State-Wide	11,920	18,443	29,000	39
Regional	12,000	19,944	30,371	30
National	9,300	19,928	60,000	68
Unspecified	17,000	23,940	40,000	8

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	29%	45%	25%	1%	0

REGIONAL

BOOKKEEPER

1. **POSITION DESCRIPTION:** Maintains financial records and files. Assists in preparation of financial statements and reports; must be able to proficiently use typewriter and operate 10-key adding machine.

2. **POSITION QUALIFIERS** (typical to position)

Reports to: Controller
Supervises: None
Education : High school plus some formal or on-the-job training
Experience: 2 years

3. **ACTUAL SALARY RANGE BY REGION**

Region	Min	Mean	Max	Responding Agencies
Northeast	$ 7,800	$19,929	$ 60,000	95
Southeast	8,394	17,956	30,000	39
Midwest	10,000	17,847	28,351	74
Mountain	9,000	17,623	40,000	67
Southwest	10,000	17,380	33,197	32
Pacific	10,000	20,168	35,000	72
Unspecified	14,000	20,791	31,700	11

4. **EDUCATION** - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	36%	37%	25%	2%	0
Southeast	30%	45%	23%	2%	0
Midwest	32%	38%	30%	0	0
Mountain	26%	48%	25%	1%	0
Southwest	34%	45%	21%	0	0
Pacific	21%	58%	21%	0	0

NATIONAL

TECHNICIAN

1. POSITION DESCRIPTION: Provides expertise about technical aspects of program (i.e. arts, science, education, health care).

2. POSITION QUALIFIERS (typical to position)

Reports to: Executive Director or Delegate
Supervises: None
Education : Specialized technical courses or equivalent on-the-job training
Experience: 1 year

3. AVERAGE SALARY: $19,749

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION, & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 8,424	$12,497	$18,000	3
100 - 199	7,500	14,788	31,200	14
200 - 499	7,000	17,163	30,000	32
500 - 999	7,200	18,107	39,000	46
1,000 - 4,999	10,000	19,824	48,000	92
5,000+	10,000	23,893	60,000	52
Unspecified	13,000	25,206	35,000	5
B. BY LOCATION				
Metro	$10,000	$21,212	$ 60,000	148
Other Urban	7,000	18,276	40,000	50
Rural	7,200	16,545	31,708	43
Unspecified	15,000	18,083	23,652	3
C. BY POPULATION				
Local	$ 7,500	$18,048	$ 48,000	85
Multi-County	7,000	18,594	39,000	71
State-Wide	9,840	20,203	54,000	22
Regional	11,000	20,639	36,000	20
National	7,200	24,286	60,000	42
Unspecified	17,000	21,839	34,325	44

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
% of Responses	27%	26%	38%	8%	1%

REGIONAL

TECHNICIAN

1. **POSITION DESCRIPTION:** Provides expertise about technical aspects of a program (i.e., arts, science, education, health care).

2. Position Qualifiers (typical to position)

   Reports to: Executive Director or Delegate
   Supervises: None
   Education : Specialized technical courses or equivalent on-the-job training
   Experience: 1 year

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$12,000	$21,226	$ 48,000	42
Southeast	7,000	19,644	40,000	24
Midwest	7,200	19,788	54,000	52
Mountain	10,000	18,847	60,000	50
Southwest	9,360	19,109	39,192	22
Southeast	8,000	19,483	40,000	50
Unspecified	19,000	22,508	28,600	4

4. EDUCATION - Highest Level - Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	15%	30%	47%	8%	0
Southeast	28%	32%	38%	2%	0
Midwest	26%	29%	36%	7%	1%
Mountain	31%	22%	34%	13%	0
Southwest	37%	11%	46%	7%	0
Pacific	30%	31%	30%	7%	1%

NATIONAL

MAINTENANCE WORKER

1. POSITION DESCRIPTION: Performs repairs, cleaning, or other upkeep functions to maintain agency's physical facilities.

2. POSITION QUALIFIERS (typical to position)

   Reports to: Controller, Deputy Director, Branch Director or Delegate
   Supervises: None
   Education : No formal requirement, usually high school or equivalent
   Experience: 1 year

3. AVERAGE SALARY: $14,942

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

	Min	Mean	Max	Responding Agencies
A. BY AGENCY BUDGET SIZE (in $000's)				
$ 0 - 99	$ 7,000	$ 9,658	$13,728	3
100 - 199	9,360	13,189	25,000	11
200 - 499	8,200	14,161	25,000	21
500 - 999	7,007	13,395	24,000	39
1,000 - 4,999	7,280	15,512	30,000	116
5,000 +	7,758	15,387	32,997	59
Unspecified	10,712	18,511	25,000	6
B. BY LOCATION				
Metro	$ 7,987	$15,348	$31,190	143
Other Urban	7,007	15,127	32,997	44
Rural	7,000	13,871	26,184	63
Unspecified	13,300	15,193	25,000	5
C. BY POPULATION				
Local	$ 7,000	$14,995	$26,750	98
Multi-County	7,280	13,811	30,000	74
State-Wide	10,525	17,672	32,997	22
Regional	9,360	14,982	25,000	22
National	7,900	16,912	26,000	35
Unknown	12,500	14,352	16,000	4

5. EDUCATION - Highest Level

Type of Degree:	High School	Some College	BA/BS	MA/MS	JD/PhL/MD
% of Responses	86%	12%	2%	0	0

REGIONAL

MAINTENANCE WORKER

1. POSITION DESCRIPTION: Performs repairs, cleaning, or other upkeep functions to maintain agency's physical facilities.

2. POSITION QUALIFIERS (typical to position)

Reports to:	Controller, Deputy Director, Branch Director or Delegate
Supervises:	None
Education :	No formal requirement, usually high school or equivalent
Experience:	1 year

3. ACTUAL SALARY RANGE BY REGION

Region	Min	Mean	Max	Responding Agencies
Northeast	$ 8,500	$16,846	$ 30,000	60
Southeast	8,000	14,693	32,997	18
Midwest	7,000	14,725	30,000	52
Mountain	8,000	14,111	26,000	48
Southwest	7,280	13,292	26,184	22
Pacific	7,007	14,608	31,190	48
Unspecified	8,500	14,051	19,860	7

4. EDUCATION - Highest Level - % of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
Northeast	77%	23%	0	0	0
Southeast	87%	13%	0	0	0
Midwest	79%	21%	0	0	0
Mountain	95%	5%	0	0	0
Southwest	100%	0	0	0	0
Pacific	100%	0	0	0	0

Section III

Benefits

SUMMARY

The northeast region is the leader in the provision of vacation, holidays, and sick leave (Graphics 20 & 21). Agencies in the southwest area provide the least amount of benefits in each of these categories. However, the differences between regions is less than 10 percentage points.

Pension plans continue to be offered slightly more frequently to professional staff than to clerical staff (Graphic 22). Health insurance follows this practice. Almost 90% of the agencies provide health insurance to individuals while less than 70% provide family coverage (Graphic 23).

A. VACATION

As might be assumed, the vacation benefit is the one most commonly offered by the agencies reporting in this survey. By region, the Northeast appears to provide the most vacation time, although the gap between regions has closed considerably. Professionals continue to enjoy more vacation time than support staff, but that gap has also narrowed.

While vacation time is generally greater as agency budget size increases, the smallest size agencies are apparently compensating for their inability to provide some other benefits by granting longer vacations to all of their staff.

Graphic 20: Maximum Paid Vacation Offered After 1 Year Service

By Region	1 week		2 weeks		3 weeks		4 weeks		5 or more	
	*P	S	P	S	P	S	P	S	P	S
1 (NE)	7%	10%	37%	56%	23%	23%	25%	8%	8%	3%
2 (SE)	14	13	38	58	37	22	7	4	4	3
3 (MW)	10	14	37	55	38	29	12	2	3	0
4 (MTN)	5	8	46	54	38	33	8	4	3	1
5 (SW)	12	25	50	50	25	18	9	5	4	2
6 (PAC)	8	10	45	55	33	27	8	5	6	3
Maximum vacation after 5 years service										
1 (NE)	1	1	3	6	36	51	44	32	16	10
2 (SE)	0	0	7	14	59	57	27	26	7	3
3 (MW)	0	0	9	12	48	62	38	22	5	4
4 (MTN)	0	0	5	8	52	55	29	27	14	10
5 (SW)	0	2	27	29	39	44	25	16	9	9
6 (PAC)	1	1	10	12	42	49	35	28	12	10
Maximum vacation after 10 years service										
1 (NE)	0	0	2	4	13	20	59	53	26	23
2 (SE)	0	0	6	8	29	35	50	43	15	14
3 (MW)	0	0	3	4	27	35	56	53	14	8
4 (MTN)	0	0	4	5	28	29	45	46	23	20
5 (SW)	0	2	24	26	30	39	30	18	16	15
6 (PAC)	1	1	3	7	24	27	47	48	25	17
Maximum vacation after 20 years service										
1 (NE)	0	0	0	3	6	12	57	51	37	34
2 (SE)	0	0	2	4	19	25	46	38	33	33
3 (MW)	0	0	3	5	22	27	52	50	23	18
4 (MTN)	0	0	5	5	27	29	29	32	39	34
5 (SW)	0	0	23	21	17	29	40	32	20	18
6 (PAC)	0	0	3	6	16	15	47	53	34	26

Graphic #21: Maximum Paid Vacation after 1 year service

By Budget Size	1 Week		2 Weeks		3 Weeks		4 Weeks		5 or more	
	P	S	P	S	P	S	P	S	P	S
$ 0 - 100	5	0	38	50	29	29	9	0	19	21
100 - 200	6	17	51	64	33	18	6	1	4	0
200 - 500	11	14	41	55	37	26	8	4	3	1
500 - 1,000	10	12	45	55	26	25	14	5	5	3
1,000 - 5,000	7	11	39	52	32	29	16	6	6	2
5,000+	7	9	39	55	38	29	10	4	6	3
Maximum Vacation after 5 years										
$ 0 - 100	7	8	7	0	33	37	20	18	33	37
100 - 200	2	2	9	21	59	55	22	18	8	4
200 - 500	0	1	13	16	44	50	34	27	9	6
500 - 1,000	0	0	7	9	44	50	36	29	13	12
1,000 - 5,000	0	0	7	11	46	57	37	26	10	6
5,000+	0	0	7	11	42	50	37	30	14	9
Maximum *Vacation after 10 years										
$ 0 - 100	11	0	22	14	22	29	0	0	45	57
100 - 200	2	2	7	17	50	41	32	33	9	7
200 - 500	0	0	10	10	24	34	49	45	17	11
500 - 1,000	0	2	5	6	27	30	46	44	22	18
1,000 - 5,000	0	0	3	5	19	27	58	53	20	15
5,000+	0	0	4	6	18	22	47	48	31	24
Maximum Vacation after 20 years										
$ 0 - 100	0	0	14	0	14	17	15	17	57	66
100 - 200	0	0	3	17	47	43	31	31	19	9
200 - 500	0	0	7	8	23	31	47	44	23	17
500 - 1,000	0	0	5	7	23	25	38	34	34	34
1,000 - 5,000	0	0	2	3	13	19	53	52	32	26
5,000+	0	0	4	5	8	10	43	43	45	42

*P= Professional Staff, S = Clerical/Support Staff

B. HOLIDAYS, SICK LEAVE DAYS, OTHER PAID TIME OFF

The majority of agencies, regardless of geographical location, offer 9-11 holidays to employees each year.

Some sick leave paid days are offered by a majority of 501(c)(3) agencies, but many offer only eight days or less. There is little difference by region, and 12-15 days sick leave are most likely to be provided.

Almost all agencies provide some funeral leave when needed, usually 3-5 days. Most agencies have some guidelines as to when funeral leave is appropriate. Many agencies also have provision for personal or other special paid days off, normally a few days each year. However, several of the smaller agencies reported as many as 16 paid days off in this category, perhaps in lieu of less paid vacation or sick leave.

Graphic 22: % of Reporting Agencies Offering Paid Time Off by Region

Allowable Holidays	NE	SE	MW	MTN	SW	PAC
0- 5	6%	6%	4%	7%	11%	8%
6- 8	15	28	26	24	23	17
9-11	50	50	55	55	56	54
12+	29	16	15	14	10	21
Allowable Sick Days						
0- 8	22	14	19	17	32	20
9-11	29	28	24	21	20	25
12-15	41	48	48	57	48	51
16+	8	10	9	5	0	4
Allowable Funeral Leave						
0- 5	98	98	98	94	96	95
6+	2	2	2	6	4	5
Allowable Other Days						
0- 5	94	92	90	85	97	83
6+	6	8	10	15	3	17

Graphic 23: % of Reporting Agencies Offering Paid Time Off By Budget Size

	$0-100	100-200	200-500	500-1000	1000-5000	5,000+
Allowable Holidays						
0- 5	20%	13%	11%	4%	4%	5%
6- 8	36	26	22	20	21	15
9-11	32	46	52	55	56	57
12-15	12	15	14	20	19	16
16+	0	0	1	1	0	4
Allowable Sick Days						
0- 5	35%	21%	10%	8%	5%	3%
6- 8	9	8	15	10	12	7
9-11	17	25	25	27	24	27
12-15	39	41	42	52	54	49
16+	0	5	8	3	5	14
Allowable Funderal Leave						
0-5	100%	97%	98%	97%	96%	97%
6+	0	3	2	3	4	3
Allowable Other Days						
0-5	67%	90%	90%	92%	93%	86%
6+	33*	10	10	8	7	14

*Note: A few reporting agencies provide 16+ days in lieu of other time off.

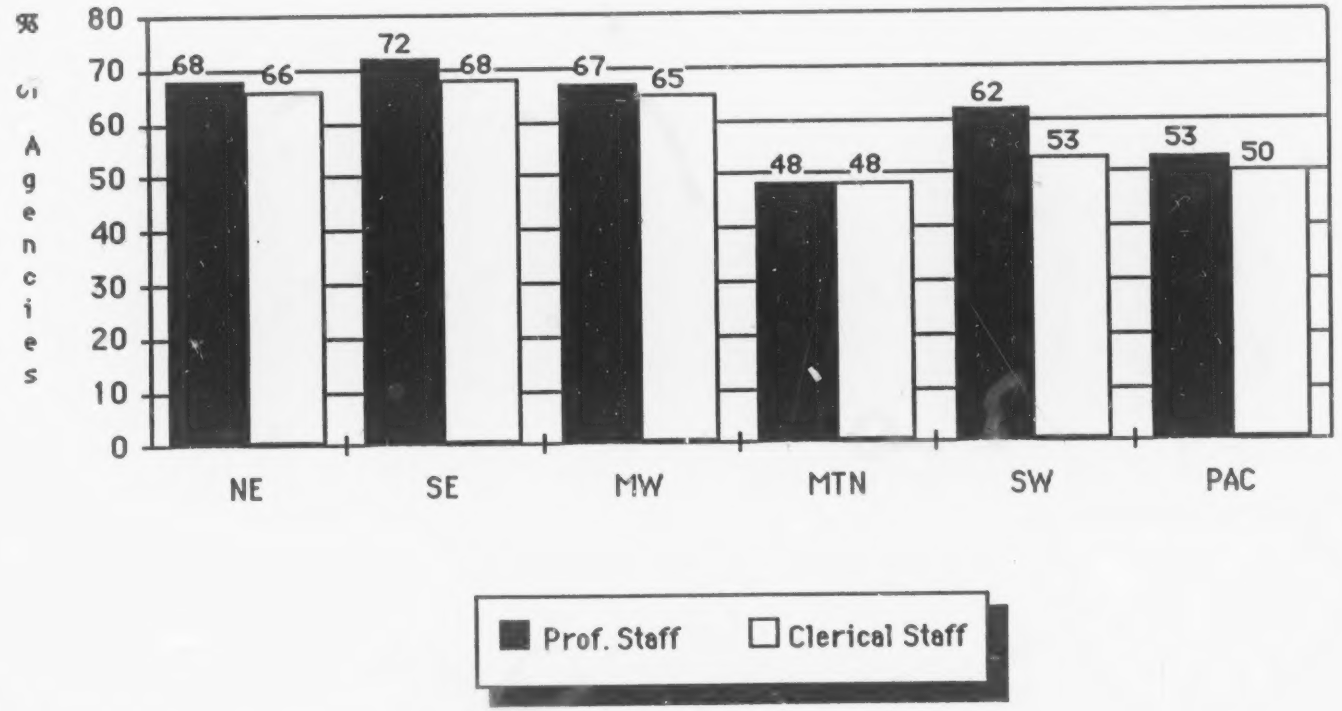
C. Pension Plans

Pension plans are now reported by a majority of agencies in every region execpt the mountain area. Budget size also plays a large part in pension plan participation, as shown in graphic 24. While professionals are more likely to be offered pension plans, support staff is definitely closing the gap in all regions and in all budget categories except the very lowest.

For those agencies with pension programs, just about half contribute up to 50% of the cost of the plans while the other agencies provide up to 100% of the plan expense. There is not a great deal of difference in the contribution rate by agency budget size, but the midwest and eastern agencies report higher contribution rates than is reported west of the Mississippi river.

Graphic 24:

Pension Plans
By Region
(669 Agencies Reporting)

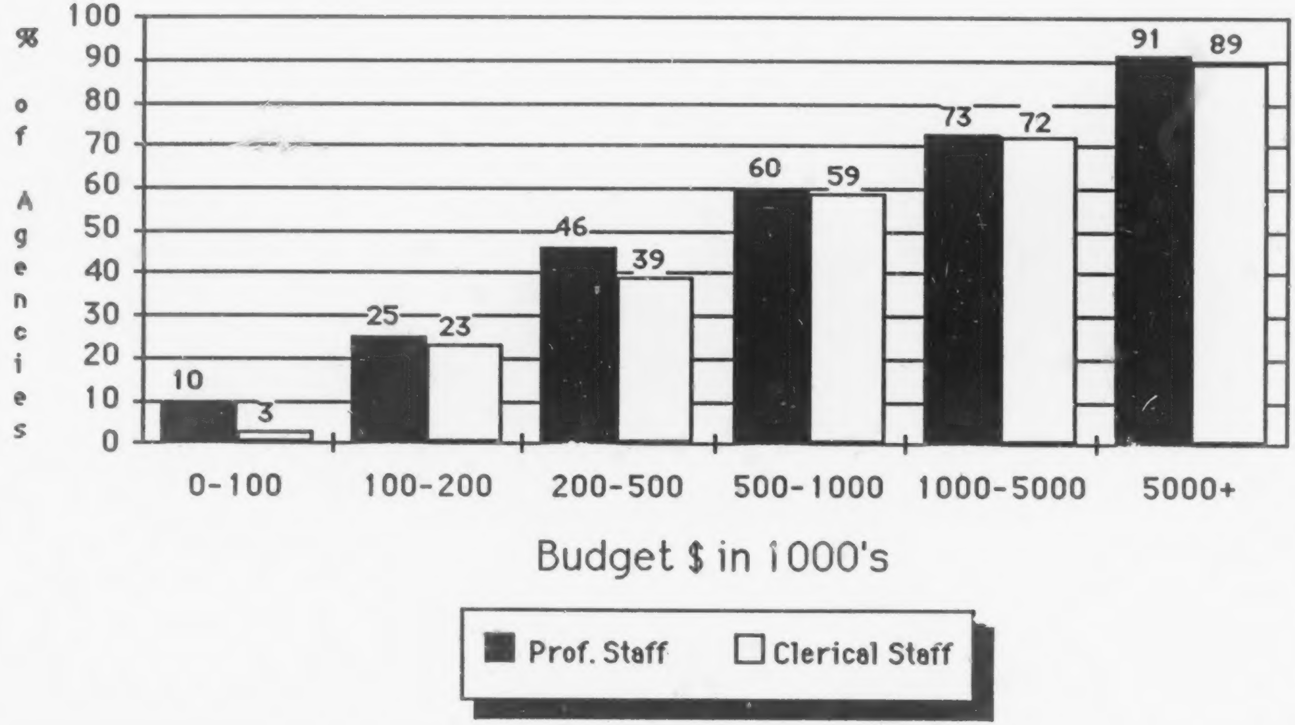


GRAPHIC 25:

Pension Plans

By Budget

(685 Agencies Reporting)



D. Health Insurance Coverage

Coverage for individual employees is high, averaging 93% for professionals and 90% for support staff. Highest coverage is in the northeast and pacific regions, with lowest coverage in the mountain states. For family coverage, the midwest again reports the regions highest coverage, with slightly lower coverage in the mountain and southwest.

A majority (79%) of the agencies report that they expect their employees, both professional and support staff, to provide less than 50% of premium expense for individual coverage. This appears to be true in all regions and in almost all budget categories.

In the case of family health coverage, slightly over half of the agencies nationwide help defray some portion of this expense for both professionals and support staff. For this coverage, however, there are great differences by region, with almost twice as many agencies in the northeast contributing to these costs.

Graphic 26: % Health Insurance Coverage-Individual & Family
(685 Agencies Reporting)

A. By Region	Individual		Family	
	P*	S	P	S
1 (NE)	96%	94%	79%	77%
2 (SE)	94	91	78	74
3 (MW)	94	91	85	84
4 (MTN)	86	80	70	68
5 (SW)	94	92	69	69
6 (PAC)	96	94	74	71
B. By Budget Size (in $000's)				
$ 0 - 100	62%	44%	50%	32%
100 - 200	72	65	44	36
200 - 500	91	85	59	57
500 - 1,000	97	96	83	81
1,000 - 5,000	99	99	89	87
5,000+	100	100	92	91
Overall Avg.	93	90	76	74

*P = Professional Staff, S = Clerical/Support Staff

E. Disability Coverage

As shown in the following graphic, disability plans are now becoming quite prevalent, particularly in agencies with budgets of $200,000 or more. Once again, the northeast reports the greatest participation, with the mountain region the lowest.

This benefit program is very sensitive to budget size, showing five times as much participation at the high end of the budget scale as at the low end. The graphic also indicates there is very little difference between offerings for support staff and professionals.

Graphic 27: % Disability Coverage
(679 Agencies Reporting)

A. By Region	Disability *P	Disability S
1 (NE)	77%	75%
2 (SE)	59	54
3 (MW)	68	66
4 (MTN)	42	43
5 (SW)	55	51
6 (PAC)	54	54
B. By Budget Size (in $000's)		
$ 0 - 100	15%	17%
100 - 200	33	30
200 - 500	50	46
500 - 1,000	61	59
1,000 - 5,000	70	68
5,000 +	75	75
Overall Avg.	60	58

*P = Professional Staff, S = Clerical/Support Staff

F. Other Benefits Reported

This year's survey asked agencies to report on five other important benefit programs, and to indicate if any other benefits are offered to their employees.

The major benefit growth would seem to be in dental plans, with seven of every ten agencies covered by the survey listing this benefit. However, it should be noted that these plans, like any health coverage, usually vary greatly in their scope and costs.

This graphic also indicates that both flextime and educational assistance are becoming significant benefits, with a majority of the agencies providing them. In the case of education, the agencies with smaller budgets are understandably less likely to provide the benefit, but these small agencies lead the way in offering flextime opportunities to their employees.

Credit union programs are now offered by 40% of agencies reporting, but child care programs are still offered by only a few nonprofits, and shows growth from last year's report only in the agencies with low or mid-size budgets.

Graphic 28: Other Benefits Reported

A. By Region	Credit Union	Flextime	Educ. Asst.	Child Care	Dental	Misc.
1 (NE)	26%	51%	53%	5%	76%	28%
2 (SE)	45	54	62	6	69	28
3 (MW)	39	56	50	6	57	33
4 (MTN)	41	68	42	7	69	31
5 (SW)	46	52	62	8	76	26
6 (PAC)	48	66	48	6	80	27

B. By Budget Size (in $000's)

B. By Budget Size (in $000's)	Credit Union	Flextime	Educ. Asst.	Child Care	Dental	Misc.
$ 0 - 100	12%	70%	41%	12%	35%	18%
100 - 200	20	68	34	6	59	15
200 - 500	18	70	42	7	60	25
500 - 1,000	39	59	51	7	74	30
1,000 - 5,000	49	50	58	7	77	36
5,000 +	60	52	55	3	79	26
Overall Avg.	40%	59%	51%	6%	71%	29%

Survey Participants

ARIZONA

American Compensation Association
Arizona Community Action Association
Behavioral Health Agency of Central Arizona
Brewster Center for Women and Childen of Domestic Violence
Cerebral Palsy Foundation
Counseling Associates, Inc.
Ozark Guidance Center
Toby House, Inc.

CALIFORNIA

Agency for Infant Development
Alcoholism Center for Women, Inc.
Alta Bates Foundation
American Association of Critical-Care Nurses
American Cancer Society, Inc.
American Red Cross/Pasadena Chapter
American Youth Hostels/San Diego Council
Antioch Unified School District
Asia Foundation
Association of Asian Pacific Community Health Organizations
Bay Area Women Against Rape
Becoming Independent
Bowers Museum
Boys City Boys' Clubs
California Dental Association
California Lawyers for the Arts
California Special Olympics, Inc.
CAPH Independent Living Center
Careers Abound
Catholic Charities of Los Angeles
Chicano Federation of San Diego County
Climate Theatre
Court Appointed Special Advocates of Orange County
Dolores Street Community Center
E.T.R. Associates
Escalon, Inc.
Family Resource Center
Foster Family Agency
Friends for Youth, Inc.
Friends of the Family
Greater Los Angeles Partnership for the Homeless
Hacienda Help Services, Inc.
Help for Brain Injured Children, Inc.
Home Hospice of Sonoma County
Human Investment Project
Huntington Medical Research Institutes
Institute for Food & Development Policy
International Medical Corps
International Visitor Council of Los Angeles
Long Beach Children's Museum
Madera Family Health Center

McGroarty Arts Center
Mills-Peninsula Hospital Foundation
Music Center of Los Angeles County
National Economic Development and Law Center
NCJW/Los Angeles, Inc.
New Ways to Work
Pacifica Program Service
Performing Tree
Pilgrim Place
Placer Community Action Council
Precita Valley Community Center
Resources for Independent Living
San Diego AIDS Project
San Diego Humane Society & SPCA
San Francisco Hearing and Speech Center
San Gabriel Valley YWCA
San Mateo Battered Women's Services
Shelter Services for Women
Sitike Counseling Center
Southern California Ecumenical Council
Spanish Trails Girl Scout Council
St. Anthony Foundation
Tenderloin Senior Organizing Project
Theatre West, Inc.
Tri-Valley Haven for Women
Trust for Public Land
United Christian Centers
United Community Housing Development Corporation
United Community Services, Inc.
Valley Community Clinic
Vietnam Veterans of California, Inc.
Westside Regional Center

COLORADO

Adult Learning Source
Allied Jewish Federation of Denver
Alternatives to Violence, Inc.
American Association of Suicidology
American G.I. Forum Veterans Outreach
American Heart Association of Colorado
American Lung Association of Colorado
American Numismatic Association
American Solar Energy Society
Arabian Horse Trust
ArtReach, Inc.
Association for Retarded Citizens of Arapahoe County
Association for Retarded Citizens of Jefferson County
Attachment Center at Evergreen
Attention Homes
BethHaven, Inc.
Bibliographical Center for Research
Big Sisters of Colorado, Inc.
Biological Science Curriculum Study
Boulder County Safehouse
Boulder County United Way
Boulder Graduate School
Boulder School of Massage Therapy
Boulder Shelter for the Homeless
Breckenridge Music Institute
Care-A-Van, Inc.
Caring Connection/Enablers
Cat Care Society
Chins Up Youth and Family Services, Inc.
Colorado AIDS Project
Colorado Association for Continued Medical Laboratory
Colorado Chataqua Association
Colorado Community Health Network
Colorado Congress of Parents, Teachers and Students
Colorado Contemporary Dance
Colorado Council on Economic Education
Colorado Dance Festival
Colorado S.I.D.S. Program
Colorado Safety Association
Colorado Springs Osteopathic Foundation
Community Connections, Inc.

Community Living Alternatives, Inc.
Community Responsibility Center
Crowley County Department of Social Services
Denver Botanic Gardens, Inc.
Denver Center for the Performing Arts
Denver Educational Senior Citizens, Inc.
Denver Museum of Natural History
Denver Urban Ministries
Denver Victims Service Center
Denver Young Artists Orchestra
Developmental Disabilities Center
Diocese of Colorado Springs
Elenor Roosevelt Institute
Employability, Inc.
Excelsior Youth Center
Foothills Art Center, Inc.
Fort Collins Council on the Arts & Humanities
Frasier Meadows Manor
Garfield Youth Services
Gateway Battered Women's Shelter
Girl Scouts-Mile Hi Council
Girls Club of Denver
Goodwill Industries of Colorado Springs
Goodwill Industries of Denver
Grand County Historical Society
Hope Communities, Inc.
Horizons
Hospice, Inc. of Larimer County
Hospice of Metro Denver
Island Grove Regional Treatment Center
Jefferson County Public Library
Jewish Family & Children's Service
Junior Achievement, Inc.
Kids in Need of Dentistry
L.I.F.E., Inc.
Las Animas County Rehabilitation Center
Legal Aid Society of Metro Denver
Listen Foundation
Make-A-Wish Foundation of Colorado, Inc.
Midwestern Colorado Mental Health Center, Inc.
Mile High Child Care Association
Mile High Transplant Bank
Mount St. Vincent Home

Multiple Sclerosis Society of Colorado
Music Association of Aspen, Inc.
Myron Stratton Home
National Foundation of Dentistry for the Handicapped
North Metro Community Services for Developmentally
Paralyzed Veterans of America
Phoenix Child Placement Agency
Pikes Peak Community Action Agency
Planned Parenthood of the Rocky Mountains
Pre-Retirement Planning Institute
Prevention Center
ProRodeo Hall of Fame
Pueblo County Board for Developmental Disabilities
Pueblo Diversified Industries
Pueblo Library District
Pueblo Senior Resources Development & Coordinating
Rape Assistance and Awareness Program
Rocky Mountain Adoption Exchange
Roundup Fellowship
Senior Housing Options
Senior Resources of Broomfield, Inc.
Senior Support Services
Seniors' Resource Center, Inc.
Silver Key Senior Services
Southeastern Area Health Education Center, Inc.
Southeastern Developmental Services
The Economics Institute
The Resource Center, Inc.
Thorne Ecological Institute
Uncompahgre Combined Clinics
United Way of Pueblo County
United Way of Weld County
Ute Pass Historical Society-Pikes Peak Museum
Women's Center of Larimer County
Women's Crisis Center of Douglas County
Women's Health Service
Women's Resource Agency
YMCA/USO of the Pikes Peak Region
YWCA of Boulder County

FLORIDA

Adoption Centre, Inc.
AIDS Help, Inc.
Alachua Community Coordinated Child Care, Inc.
Alternative Human Services, Inc.
American Statistical Association
Aris Assembly of Jacksonville, Inc.
Bay County Public Library
Bethane-Cookman College
Eckerd Family Youth Alternatives
Economic Opportunity Family Health Center, Inc.
Florida Baptist Family Ministries
Florida Endowment for Higher Education
Florida Network of Youth & Family Services
Greater Miami Opera
Hospice of Marion County
Hubbard House
Lifelink of Florida
Northeast Florida Council on Alcoholism & Drug Abuse
Northwest Florida Blood Center, Inc.
Ridge Area Association of Retarded Citizens
Riverside Christian Ministries, Inc.
Volunteer Jacksonville, Inc.
Wakula County Senior Citizens Council, Inc.
Women's American Ort

GEORGIA

AID Atlanta, Inc.
Alliance Theatre Company
American Red Cross
Atlanta Council of Camp Fire, Inc.
Atlanta Economic Development Corporation
Atlanta Historical Society
Atlanta Hospital Hospitality House, Inc.
Atlanta Humane Society & SPCA
Augusta College
Feminist Women's Health Center
Georgia Council on Economic Education
Girl Scout Council of Savannah, Georgia
Sci Trek
The Alcove, Inc.

IDAHO

American Festival Ballet
Boise Group Homes
Coalition of Advocates for the Disabled
Community Service Alternatives
Idaho Falls Senior Citizen's Community Center, Inc.
Idaho Hunger Action Council
Idaho Legal Aid Services, Inc.
Northwest Children's Homes, Inc.
Senior's Hospitality Center

ILLINOIS

AIDS Foundation of Chicago
American Dietetic Association
Association for Individual Development
Bethel New Life, Inc.
Chicago Sunday Evening Club
Citizens Information Service of Illinois
Community & Economic Development Association of Cook County, Inc.
Community Nutrition Network, Inc.
Covenant Children's Home and Family Services
Dove, Inc.
Executive Service Corps of Chicago
Jayne Shover Easter Seal Rehabilitation Center, Inc.
Naperville Heritage Society
National Committee for the Prevention of Child Abuse
Neighborhood Housing Services of Chicago, Inc.
North East Multi Regional Training
Orchard Village
Pioneer Center of McHenry County, Inc.
Ray Graham Association for Handicapped/Inst. for Human Development
St. Bede Academy
The Anti-Cruelty Society
Theospohical Society in America
Tri-County Opportunities Council
Tri-County Urban League, Inc.

INDIANA

American College of Sports Information, Inc.
Archdiocese of Indianapolis
Big Brothers/Big Sisters of Fort Wayne
Big Brothers/Big Sisters of Wabash County
Brady Lane Church of Christ
Brebeuf Preperatory School, Inc
Community Foundation of Grant County
Connor Prairie
Fort Wayne Museum of Art
Friends of Shawe & Pope John Schools, Inc.
Indianapolis Public Schools Education Foundation
Kiwanis International Foundation
Michiana Arts & Sciences Council
Montgomery County Youth Service Bureau

MASSACHUSETTS

Allied Research Associates
Appalachian Mountain Club
Attleboro Area Association for Retarded Citizens
Bass River, Inc.
Boston Athenaeum
Boston Philharmonic
Bridge over Troubled Waters, Inc.
Bristol Elder Services
Camp Paul for Exceptional Children
Heritage Plantation of Sandwich
Holden School
Massachusetts Legal Assistance Corporation
North Suffolk Mental Health Association
Oxfam America
Pocumtuck Valley Memorial Association
Southern Worcester County Rehabilitation Center, Inc.
The Network, Inc.
Unitarian Universalist Service Committee

MINNESOTA

A Child's Delight, Inc.
AccessAbility, Inc.
Brainerd Area Senior Citizens Center
Central Minnesota Tack Force on Battered Women
Committee Against Domestic Abuse, Inc.
Community Volunteer Service
Family Networks, Inc.
Home and Community Options, Inc.
Industries, Inc.
Intermedia Arts Minnesota
KUOM-AM
Minnesota Council of Nonprofits
Minnesota Council on Foundations
Minnesota Public Radio
Minnesota River Valley Special Education Cooperative
Minnesota Society for the Prevention of Blindness and Preservation
Nexus, Inc.
PATH, Inc.
Range Mental Health Center, Inc.
Roseau Developmental Activity Center
Senior Center
Senior Nutrition Program
Senior Resources
United Way of Greater Winona County

MONTANA

Montana Community Foundation
National Center for Appropriate Technology
Rocky Mountain Elk Foundation

NEW JERSEY

American Leprosy Missions, Inc.
Association for Retarded Citizens/Union County
Association of Jewish Family & Children's Agencies
Battleground Arts Center
CAMcare C.M.H.C., Inc.
Center for Nonprofit Corporations
CPC Mental Health Services, Inc.
Family & Children's Service
Middle Earth
St. Joseph's School for the Blind
Visiting Health & Supportive Services

NEW MEXICO

American Indian Graduate Center
Community Health Center
New Mexico Endowment for the Humanities

NEW YORK

Al Sigl Center for Rehabilitation Agencies, Inc.
American Diabetes Association/New York Downstate Affiliate
American Lung Association of Mid-New York
American Orthopsychiatric Association
American Society for Technion-Israeli Institute of Technology, Inc.
American Society for the Prevention of Cruelty to Animals
ArtsConnection, Inc.
Association of American Indian Affairs
Beaver Meadows Audobon Center
Bronx Community College Foundation
Brooklyn Economic Development Corporation
Broome Community College Foundation, Inc.
Capitol Hill Improvement Corporation
Center for Immigrants' Rights
Chataqua County Private Industry Council, Inc.
Children's House, Inc.
Dance Theater Foundation, Inc.
Deafness Research Foundation
Family Service of Rochester, Inc.
Federation Employment and Guidance Service
Financial Services Corporation
Friars of the Atonement
Fund for the City of New York
Grosvenor Neighborhood House, Inc.
Group I Acting Company, Inc.
Hearing and Speech Center of Rochester
Helen Keller National Center for Deaf-Blind Youths & Adults
Hospice
Hospice Care of Clinton County
Interfaith Council for Action, Inc.
Johnson O'Connor Research Foundation, Inc.
Long Beach Public Library
Metropolitan Assistance Corporation
Multiple Sclerosis Society/New York City Chapter
National Audobon Society
National Braille Association, Inc.
National Corporate Theatre Fund
New York City Police Foundation
New York League for the Hard of Hearing
New York Theological Seminary
Niagra County Migrant & Rural Ministry, Inc.

Nonprofit Coordinating Committee
Pathfinder Village, Inc.
Providence House, Inc.
Rochester Eye and Human Parts Bank
Saint Thomas Church
Seneca County Chapter/New York State Association for Retarded Children
Spunk Fund, Inc.
Suffolk Community College Association, Inc.
The Adirondack Council
The American Geographical Society
The Population Council
The Royal Oak Foundation
The Trooper Foundation/State of New York, Inc.
West Side Federation for Senior Housing, Inc.
William T. Grant Foundation
Word of Life Fellowship, Inc.
YMCA Retirement Fund
Zoological Society of Buffalo, Inc.

NORTH CAROLINA

American Social Health Association
Amethyst Foundation, Inc.
Cabrrus Meals on Wheels
College Foundation, Inc.
Crisis Council, Inc.
Forsyth Court Volunteers
Hospice of Iredell County
North Carolina Alternative Energy Corporation
North Carolina Center for Pubic Policy Research
North Carolina Institute of Politics, Inc.
Penland School of Crafts, Inc.
United Way of Greater Durham
Women's Center

OHIO

Adams-Brown Counties Economic Opportunities, Inc.
Akron City Hospital Foundation
Akron Summit Community Action Agency
Beech Brook
Big Brothers/Big Sisters of Northwestern Ohio
Boys Village, Inc.
Children's Home of Cincinnati
Cincinnati Association for the Blind
Cleveland Education Fund
Columbus AIDS Task Force
Columbus and Franklin County Housing Commission
Columbus Community Cable Access
Council on Rural Service Programs
Dove and Eagle Ministries
Fairfield Family Counseling Center
Family Services Association
FreeStore Foodbank
Greene County Community Action Council
Holden Aboretum
Hospice of Wayne County
Info Line, Inc.
Lakeside Association
LEADS Community Action
Lutheran Senior City
Lutheran Social Services
Marvin Memorial Library
Maumee Valley Girl Scout Council
Maximum Independent Living
National Society to Prevent Blindness/Ohio
Northwestern Ohio Community Action Commission
Ohio Ballet
Parents Volunteer Association for Retarded Children and Adults, Inc.
Planned Parenthood Association of Miami Valley, Inc.
Recovery Center, Inc.
Six County, Inc.
The General Protestant Orphan Home
Toledo Humane Society
Toledo Legal Aid Society
United Way of Tuscarawas County
Visiting Nurse Service, Inc.
Vocational Guidance Services
Xavier University

OKLAHOMA

Congregation B'nai Emunah
Morton Comprehensive Health Services, Inc.
Sunbeam Family Services
Tulsa Senior Nutrition Program
Women's Resource Center, Inc.

OREGON

American Lung Association of Oregon
American Red Cross
Black United Fund of Oregon
Delauney Mental Health Center
Garten Foundation
Holt International Children's Services, Inc.
Loaves & Fishes Centers, Inc.
Mid-Valley Arts Council
Oregon Coast Council for the Arts
Oregon Museum of Science & Industry
Pacific Institute of Natural Sciences
Phoenix Rising Foundation
Rogoe Valley Medical Center
The Research and Education Group
Vision Northwest
Young Audiences of Oregon

PENNSYLVANIA

AHEDD, Inc.
AIDS Library of Philadelphia
American Lung Association
American Red Cross/Pennsylvania Capitol Region Chapter
Association for Retarded Citizens/Allegheny
Boy Scouts of America/Penn's Woods Council
Boy Scouts of America/Valley Forge Council
Bucks County Housing Group
Center for Independent Living of Southwestern Pennsylvania
Emergency Health Services Federation, Inc.
Executive Service Corps of the Delaware Valley
Fellowship Farm
Greater Philadelphia Cultural Alliance
Historic York, Inc.
Hunger Services Network
Lakeside Youth Service
Lehigh Valley Industrial Park, Inc.
Lutheran Welfare Service
Mifflin-Juniata Area Agency on Aging
Oxford Senior Center
Parents' League for Emotional Adjustment
Penndel Mental Health Center
Pennsylvania Council of Children's Services
Philadelphia Ranger Corps
Pinebrook Junior College
Roman Catholic Diocese of Erie
St. Barnabas Health System
Step by Step
United Way of Berks County
West Poplat NAC
Western Pennsylvania Conservancy
Women's Services, Inc.

TEXAS

AIDS Interfaith Network, Inc.
American Association for Respiratory Care
Amigos Bibliographic Council, Inc.
Austin Children's Museum
Baptist Memorial Hospital System
Camp Soroptimist
Center for Nonprofit Management
Child Study Center
Children's Arts & Ideas
Crisis Center for Collin County
Dallas Arboretum & Botanical Society, Inc.
Dallas Multicultural Alliance, Inc.
Dental Health Programs, Inc.
Dispute Mediation Service of Dallas
Easter Seal Society of the Rio Grande Valley, Inc.
Grand 1894 Opera House
Kent Waldrep National Paralysis Foundation
Methodist Home
Open, Inc.
Pharr Chamber of Commerce
Plano Child Guidance Clinic
Southwest Oregon Bank, Inc.
Texas Lions League for Crippled Children, Inc.
Texas Network of Youth Services
Transitional Learning Community
United Way of the Coastal Bend
University of Texas Law School Foundation
VGS, Inc.
Volunteer Center of the Coastal Bend
Wiley College

UTAH

Ability Utah!
Community Counseling Center
Sunstone Foundation

VIRGINIA

American Alliance for Health, Physical Education, Recreation and Dance
Association for Preservation Technology International
Blue Ridge Home Builders Association
Bristol Public Library
Eastern Shore Area Agency on Aging
Life Be In It-U.S.A., Inc.
Mountain Empire Older Citizens, Inc.
Presidential Classroom for Young Americans
Retired Senior Volunteer Program
TRUST
United Way/Thomas Jefferson Area
Virginia Living Museum
Wesley Housing Development Corporation

WASHINGTON STATE

A Contemporary Theatre
Career Connections
Clark County YWCA
Coastal Community Action Program
Columbia Basin Health Association
Fremont Public Association
Health Information Network
Northwest Intertribal Court System
Okamogan Regional Home Health Care Association
People for People
Phinney Neighborhood Association
Scottish Rite Center for Childhood Language Disorders
Seattle Group Theatre
Seattle Indian Health Board
Sexual Assault Crisis Center
South King County Multi-Service Center
Spokane Guilds' School & Neuromuscular Center
SpokAnimal Care
Stillaguamish Senior Center
The Bush School
Thurston-Mason Community Mental Health Center
Washington Coalition of Sexual Assault Programs
YouthCare

WYOMING

Community Crisis Services, Inc.
Goshen County Task Force on Family Violence and Sexual Assault
Southwest Wyoming Rehabilitation Center
The People Project
Uinta County Rehabilitation Center

Other TAC Publications

1) **Employer/Employee Guide to Nonprofit Compensation; 1990 Edition**

This useful guide allows employers and employees to communicate about compensation. Includes a brief history of nonprofit compensation practices, compensation from a nonprofit perspective, how fair and equitable salary and benefits packages are determined, and the importance of employer/employee communication on this subject.

2) **Manual for Board Members**

This 19-page manual is a comprehensive guide to board roles, responsibilities and liabilities. In addition, it covers such topics as board composition, effective committees, and board/staff relations.

3) **Doing Good Can Mean Doing Well**

This guide helps for-profit businesses develop and implement community involvement. Six programs are covered: cash donations, donated products, donated services and facilities, loaned employees, employee volunteerism, and matching employees' gifts.

4) **Volunteerisn Guide**

A self-evaluation format is used to help individual employees make a wise choice in selecting volunteer opportunities.

ORDER FORM

ITEM	QUANTITY	PRICE	TOTAL
1. Employer/Employee Compensation Guide	______	$ 8.95	______
2. Manual for Board Members	______	$ 5.85	______
3. Doing Good Can Mean Doing Well	______	$ 2.50	______
4. Employee Volunteerism Guide	______	$ 2.50	______
		Shipping:	$ 2.00
		Total enclosed:	______

NAME________________________________PHONE______________

ORGANIZATION____

ADDRESS____

CITY_______________________________STATE__________ZIP______

Mail to: The Technical Assistance Center, 1385 S. Colorado Blvd., #504, Denver, CO 80222

R9025-1-N

TAC
Technical Assistance Center

1991 NATIONAL NONPROFIT WAGE & BENEFITS SURVEY

'91

PERFORMANCE
REWARD
PARTNERSHIP

A nonprofit management consulting firm for nonprofits

1600 Sherman Street • Suite 200
Denver, Colorado 80203
(303) 894-0103

TAC
Technical Assistance Center 1600 Sherman Street • Suite 200 • Denver, CO 80203 • (303) 894-0103 • FAX 894-0161

September, 1991

Dear Colleague

TAC's mission is to provide nonprofits with the information and assistance to do business that does good by doing well. As such, we are pleased that you have purchased the **1991 National Nonprofit Wage & Benefits Survey**, and trust that you will find that you have made a wise choice.

For the past four years, this survey has helped nonprofits develop better and more competitive compensation packages. In addition, TAC has published the **Employer/Employer Guide to Nonprofit Compensation in the 1990's**, which helps nonprofit managers design their compensation packages and effectively communicate these to their employees. You can find information about this and other TAC publications at the back of this survey.

If you would like additional information about TAC, please call us at (303) 894-0103. We would be happy to talk with you.

Sincerely,

Alys Novak

Alys Novak
Acting Executive Director

Credits

The Technical Assistance Center would not have been able to publish the 1991 National Nonprofit Wage & Benefits Survey without the generous amount of time and effort given by the following volunteers:

Ed Busch--Expert benefits analysis

Jean Mendoza--Expert salary analysis

Paul Harrison--Graphics

TAC staff responsible for the publication of this survey include:

Mary Wayman Huey--Project Manager

Sharon Silliman--Typist

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Section I

Survey Overview

A. Summary

1. Survey Process

The information represented in this survey was obtained through a random mailing to 501 (c) 3 nonprofit organizations in six geographic regions of the United States. A special effort was made to include in the sample all types of non-profit groups, including the arts, human services, civic, educational, health, and advocacy.

Of the nonprofit organizations throughout the United States, a sample of 3,000 agencies was surveyed. Five-hundred and one of these agencies returned completed surveys for a 17% response rate.

2. Survey Results

The budgeted salary increase for 1991 are less than the actual salary increases for 1990. (See page--- for a detailed analysis). Not only is this true nationally but it is the case in each reporting region. When using budget size as the variable, only agencies with budgets for $200,000-500,000 expect larger increases in 1991, 4.23% up from 4.12% for 1990.

Agency budget size continues to be the major factor impacting actual salary increase. Generally, the positions are paid progressively more as the budget increases. The salary curve is flatter for support staff and technical positions, than for professional staff.

In almost all categories, metropolitan areas pay higher salaries than either "other urban" or "rural" areas.

Organizations serving a national clientele generally report the highest salaries, while local agencies have the lowest figures. Regional organizations usually follow right behind national agencies, particularly where professional salaries are concerned. For support positions, either multi-county or state organizations may offer just as much in salary.

Agencies continue to rely heavily on bachelor and advanced degrees for professional staff. For example, 94% of Executive Directors, 86% of Department Directors, and 74% the Program Specialists report bachelor or advanced degrees.

Benefit program participation shows mixed results this year, with some regions backing off a bit and others indicating slightly higher participation. complete details are to be found in the section on benefits.

B. FORMAT OF THE SURVEY

SECTION I: SURVEY OVERVIEW (Pages 1-18)

A chart of responding organizations nationwide, divided into operating budget size, is found on page 7. Immediately following this chart is a summary of agency budget size within each of the six geographic regions. A map of the six regions precedes these graphics, on page 5.

The next 7 pages provide an analysis of staffing levels--full-time, part-time, volunteer-- for all agencies responding, and then a breakdown for these employees and volunteers by geographic region. An analysis of full-time employees by angeny location is also included.

The last 4 pages in this section provide the reader with quick national and regional overviews of agency location, the geographic scope of the client base, and the organizational purposes of the responding agencies.

SECTION II: WAGE AND SALARY RESULTS BY POSITION (Pages 23-56)

Seventeen job titles commonly found in nonprofit organizations were included in this years survey. Several titles including Grantwriter, Program Manager and Director of Marketing and Public Relations are new to the survey this year. Data for actual salaries - minimum, mean and maximum - are reported for each position. However, these figures are best used only as a guideline for the positions you have in your organization.

For each individual position, national information is broken down into the following catagories:

1) By Agency Budget Size- The agencies have been broken down into groups based on the reported size of their operating budgets.

2) By Location- Data reported was also analyzed by the location of the agency.

3) By Population- Data is reported here based on the geographic scope of the population served by the agency.

4) Education- Here you will find the type of degree or years of education of the incumbents for the position listed.

These different categories will help determine where and how each position fits into the overall survey data.

Note: Where the term "unspecified" appears under any category, it indicated that the respondent did not provide enough information to fit the salary data provided into a specific area within the category, or reported information that did not fit a specific category.

The page immediately following the national survey data on each position provides regional salary and educational information for the same position.

SECTION III: BENEFITS (Pages 57-68)

Leading off this section are highlights of the benefits data provided by the responding agencies. The following pages then summarize by region and operating budget, how these organizations utilize benefits such as vacations, sick days, pension programs, health and disability insurance in their overall compensation packages.

SECTION IV: SURVEY PARTICIPANTS

A list of the agencies participating in this survey is provided.

C. USE OF THE SURVEY DATA

In using the survey data, it is important to consider factors which vary among organizations, positions, and persons. The outlined position description is intended only as a guide.

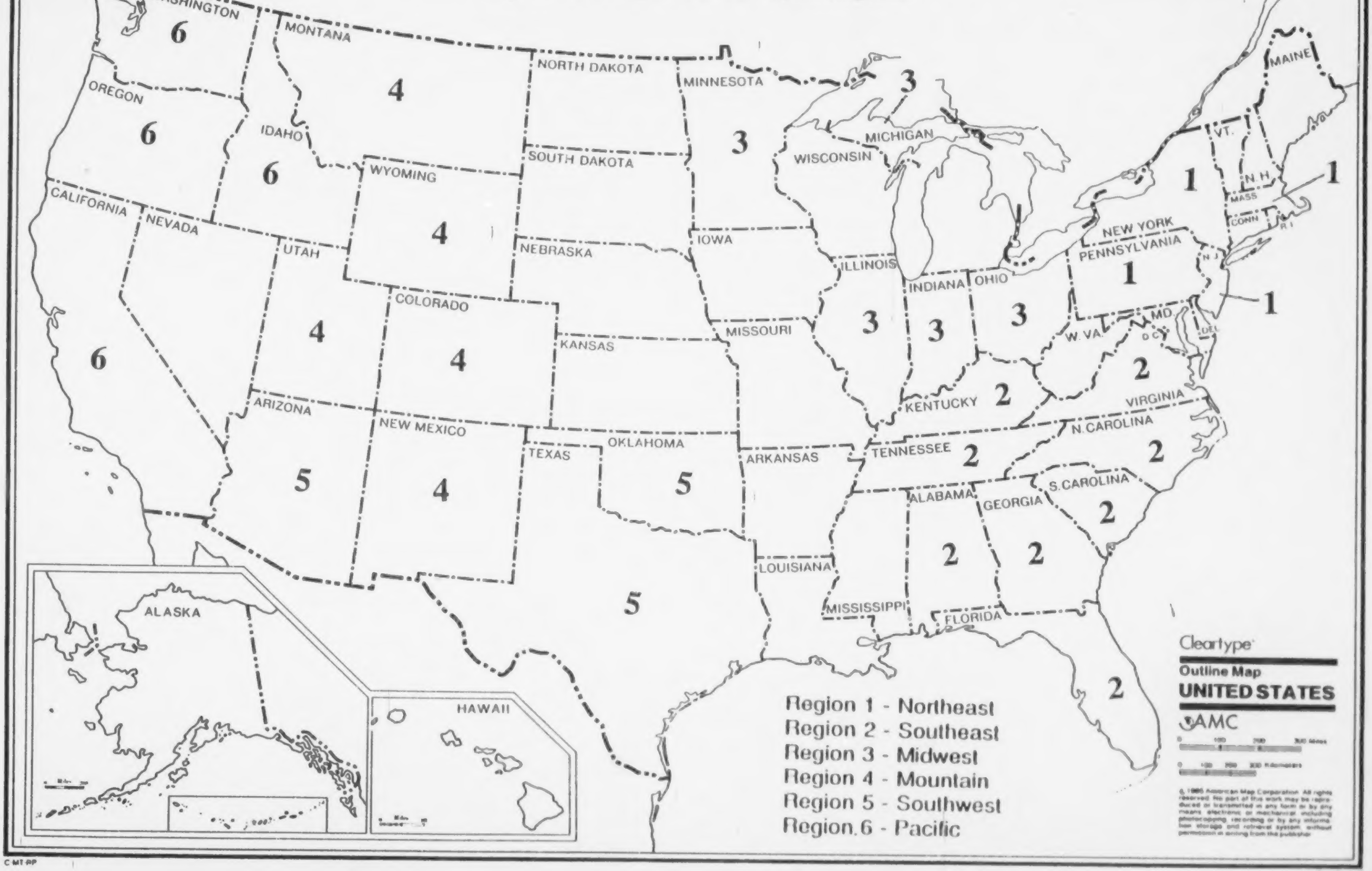
The salaries for positions may vary widely due to a number of different reasons, including: a) organization compensation philosophy; b) budgetary constraints; c) individual employee experience, education, performance; d) location of agency; or e) the strengths or weaknesses of the match between survey job description and organization position.

The optimum use of this survey will be obtained when all the factors which affect survey and benefits are taken into consideration. It is further advised that this data not be the sole source of salary information but be used in conjunction with information obtained from other sources. The broadest scope possible for your information will allow a greater degree of confidence in determining and administering salaries for your specific needs.

The data for the survey was compiled by 6 regions (see map next page). These six regions are:

1. Northeast (NE)
2. Southeast (SE)
3. Midwest (MW)
4. Mountain (MTN)
5. Southwest (SW)
6. Pacific (PAC)

Graphic #1: Map of the Surveyed Regions


WASHINGTON
6
MONTANA
NORTH DAKOTA
MINNESOTA
3
MAINE
OREGON
6
4
IDAHO
6
SOUTH DAKOTA
3
WISCONSIN
MICHIGAN
VT.
N.H.
1
MASS
1
CONN
R.I.
CALIFORNIA
NEVADA
WYOMING
4
NEBRASKA
IOWA
NEW YORK
PENNSYLVANIA
1
N.J.
UTAH
ILLINOIS
INDIANA
OHIO
1
COLORADO
4
MISSOURI
3
3
3
MD
W. VA
D.C.
DEL
6
4
KANSAS
KENTUCKY
2
2
VIRGINIA
ARIZONA
NEW MEXICO
OKLAHOMA
TENNESSEE
2
N. CAROLINA
2
TEXAS
ARKANSAS
5
4
5
ALABAMA
GEORGIA
S. CAROLINA
2
2
2
LOUISIANA
ALASKA
5
MISSISSIPPI
FLORIDA
HAWAII
2
Region 1 - Northeast
Region 2 - Southeast
Region 3 - Midwest
Region 4 - Mountain
Region 5 - Southwest
Region 6 - Pacific
Cleartype
Outline Map
UNITED STATES
AMC
C MT-RP
Map No. 119

D. SUMMARY OF RESPONDING AGENCIES

Of the responding agencies, only 2% had budgets under $100,000, 50% had budgets between $100,000-1,000,000, and 47% had budgets over $1,000,000 (Graphic 2). 1% did not report their budget size.

Agencies with 3-10 full-time employees accounted for approximately 1/3 of all respondents (Graphic 4). As would be expected, the number of staff persons increases as the size of budget increases. For example, in agencies with budgets of less than $100,000, a majority had 1-2 full-time employees (Graphic 7). By contrast, 79% of the agencies with $5,000,000+ budgets had over 50 full-time staff.

Part-time staff usually number less than 10 in most agencies (Graphic 8). As with full-time staff, the number increases to some degree as budgets increase.

By geographic location, the percent of agencies utilizing the services of volunteers does not vary greatly, one exception being the heavy use of volunteers in the southeast (Graphic 12). When budget size is considered in volunteer usage, this year's report departs from previous years in that budget size is not a significant factor (Graphic 13).

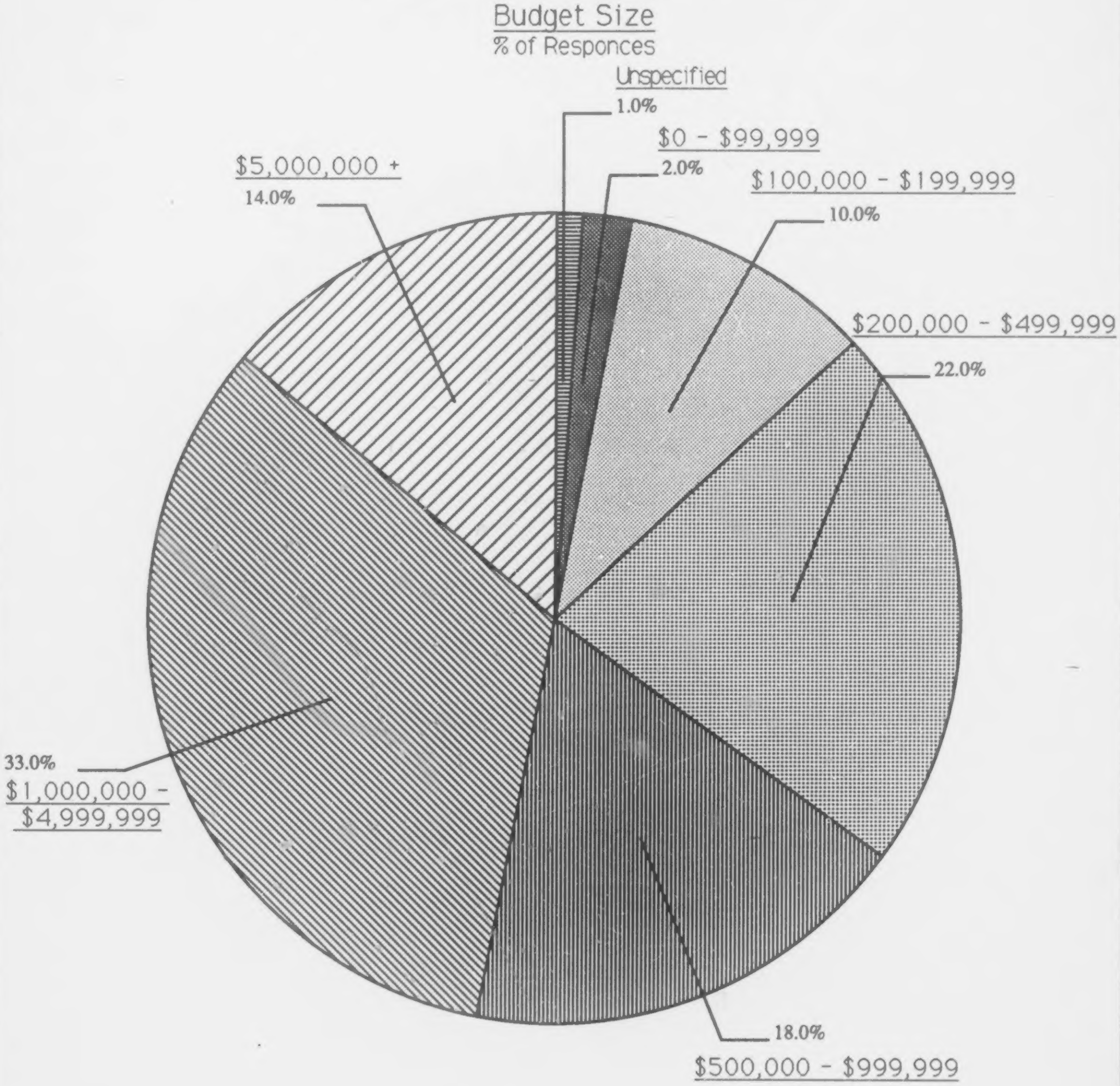
Almost 60% of the respondents were located in metropolitan areas with the remainder evenly divided between "other urban" and "rural" areas (Graphic 14). Regionally, 63% of agencies serve either local or multi-county areas (Graphic 15).

Nationally, human service organizations make up 39% of the repondents, followed by education (15%), health (13%), and arts/culture organizations (6%). 14% of the organizations reported multiple purpose goals and objectives (Graphic 16).

GRAPHIC 2:

Budget Size $

Budget ($) of responding agencies



Graphic 3: Agency Budget Size, % by Region

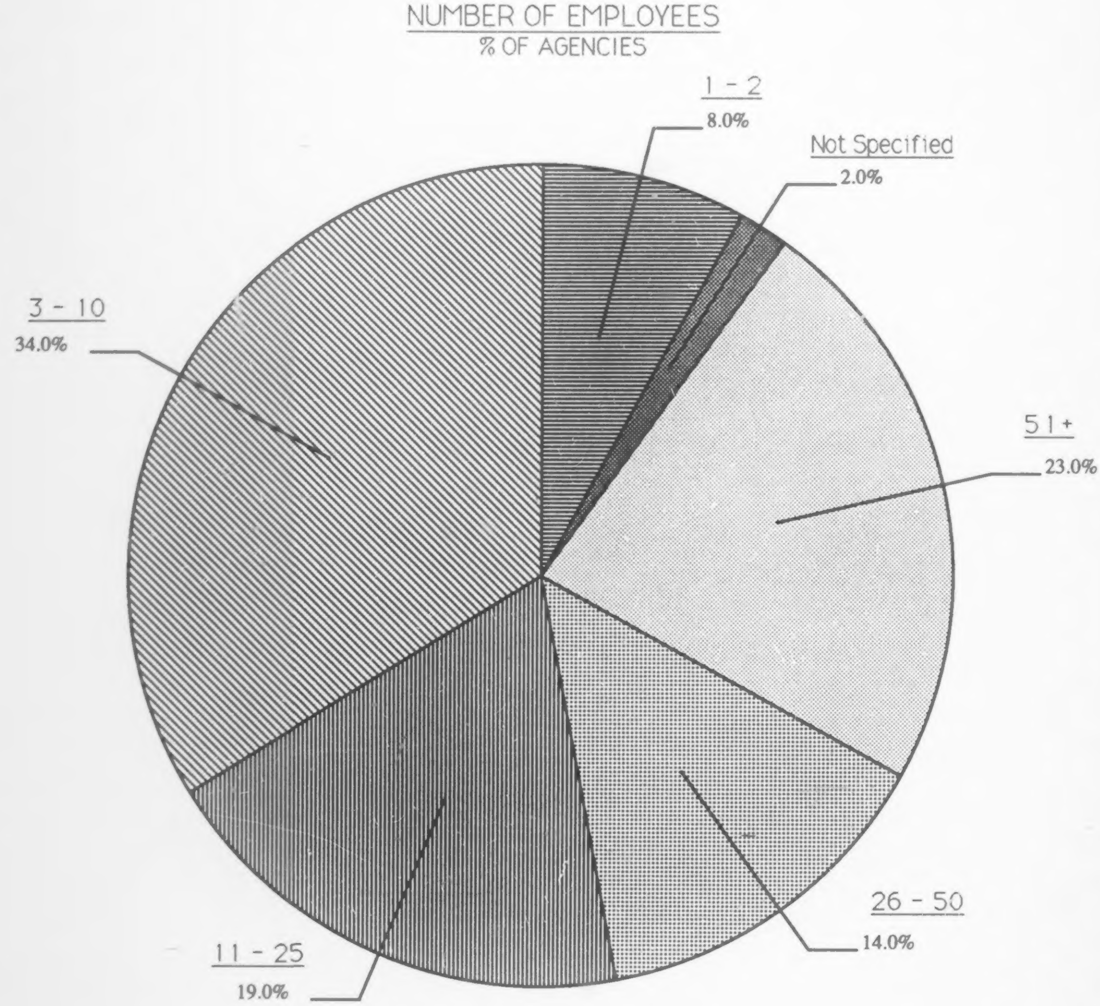
(501 Organizations Reporting)

Agency Budget	1	2	3	4	5	6
(in $000's)	NE	SE	SW	MTN	SW	PAC
$ 0 - 100	1	4	2	2	0	1
100 - 200	11	6	15	10	11	5
200 - 500	19	18	25	27	20	17
500 - 1000	18	23	21	15	11	21
1000 - 5000	32	43	29	32	35	33
5000 +	17	6	6	12	23	23
Unspecified	2	0	2	2	0	0

GRAPHIC 4:

Full-Time Employees

Percent of agencies utilizing full-time employees



Graphic 5: % Of Full-Time Employees by Agency Location

Agencies Location	0	1-2	3-10	11-25	26-50	51+
Metro	3%	7%	35	18	13	24
Other Urban	2	8	36	24	15	15
Rural	0	10	35	18	15	22

Graphic 6: % of Full-Time Employees by Region

Region	0 or not specified	1-2	3-10	11-25	26-50	51+
1 (NE)	0%	11%	33%	20%	13%	23%
2 (SE)	0	10	29	23	20	18
3 (MW)	2	10	44	17	17	10
4 (MTN)	3	10	35	18	11	23
5 (SW)	0	5	35	21	6	33
6 (PAC)	5	3	29	21	17	25

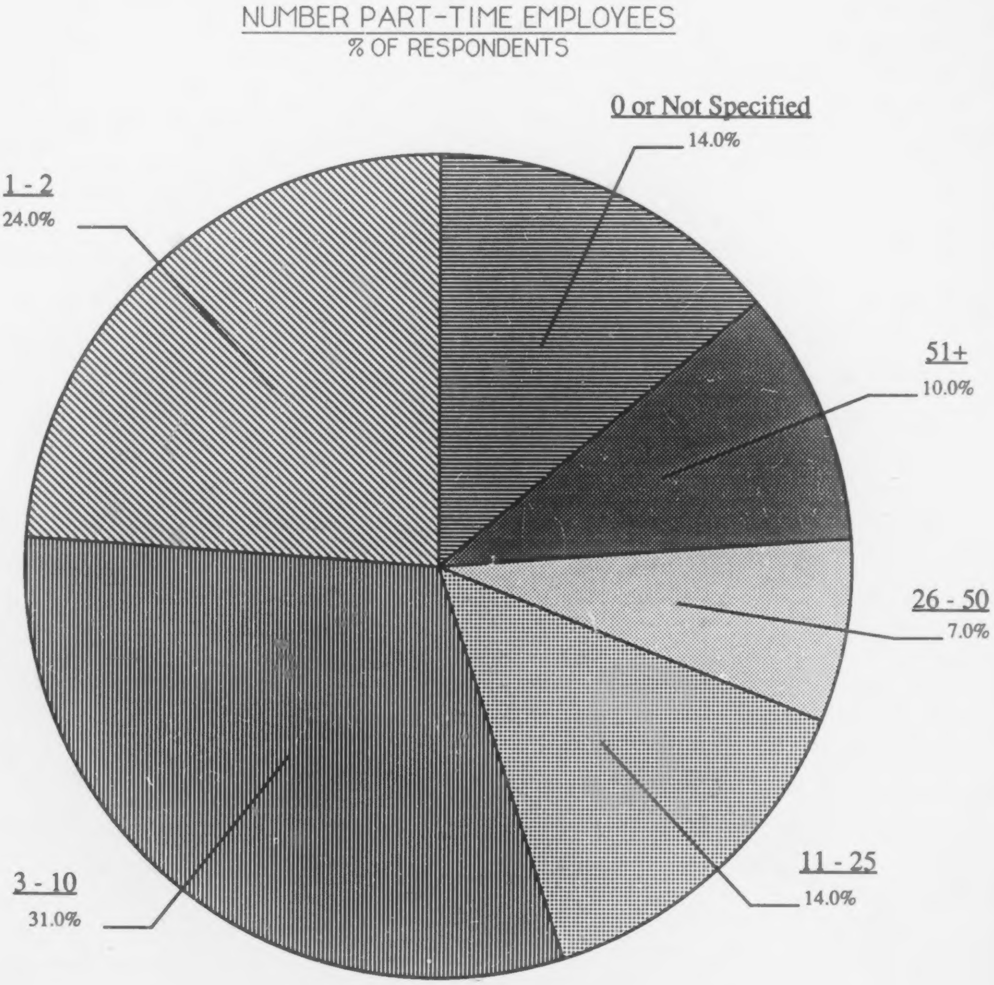
Graphic 7: % of Full-Time Employees by Budget Size

Budget Size	0 or not specified	1-2	3-10	11-25	26-50	51+
$ 0- 100	0%	63	37	0%	0%	0%
100- 200	8	41	45	4	2	0
200- 500	1	9	76	9	1	4
500-1,000	1	3	51	39	5	1
1000-5,000	1	0	10	26	33	30
5,000+	1	2	0	8	10	79

GRAPHIC 8:

Part-Time Employees

Percent of agencies utilizing part-time employees



Graphic 9: Part-Time Employees by Region

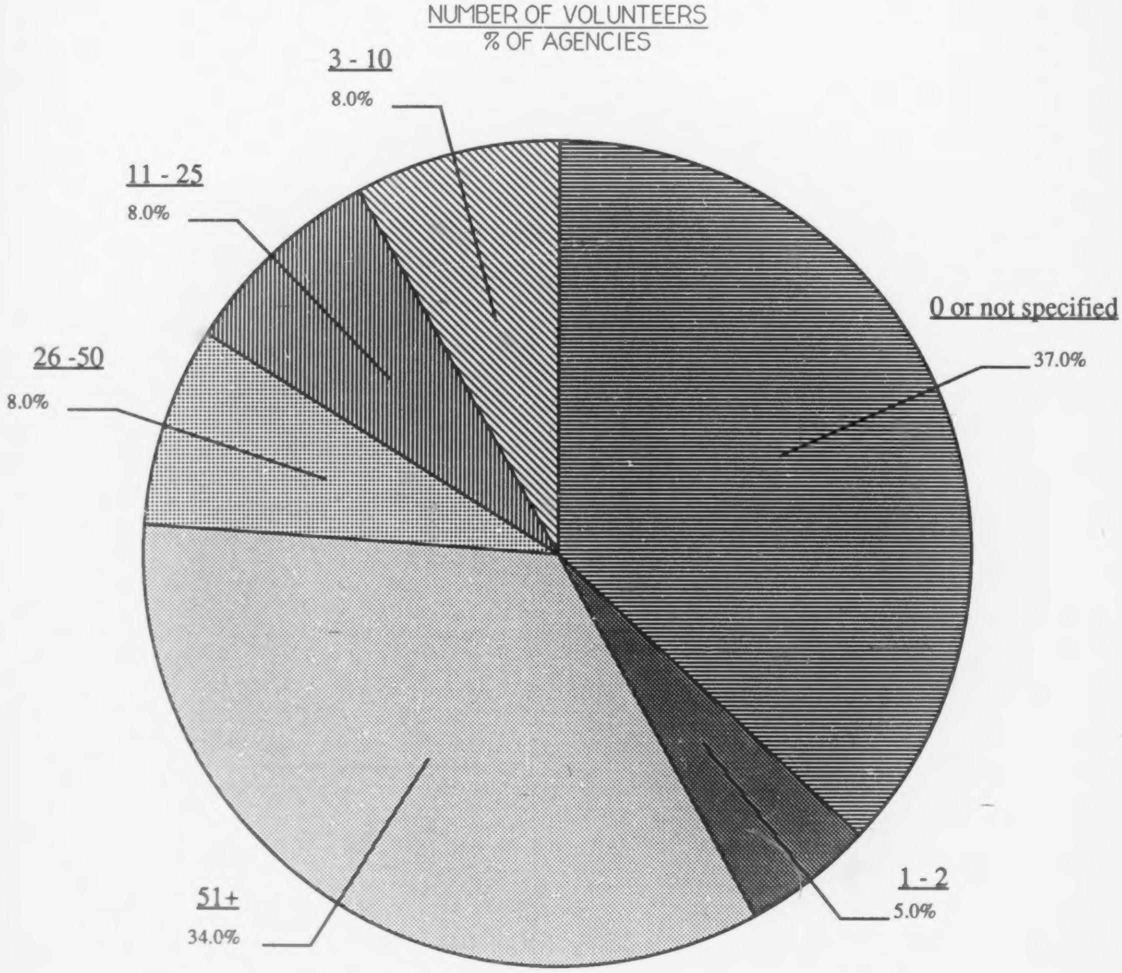
Region	0 or not specified	1-2	3-10	11-25	26-50	51+
1 (NE)	14%	22%	33%	14%	7%	10%
2 (SE)	4	29	33	12	8	14
3 (MW)	17	25	29	17	4	8
4 (MTN)	10	31	30	14	8	7
5 (SW)	12	23	24	15	9	17
6 (PAC)	24	12	39	10	7	8

Graphic 10: Part-Time Employees by Budget Size

Budget (in $ 000's)	0 or not specified	1-2	3-10	11-25	26-50	51+
0 - 100	13%	87%	0%	0%	0%	0%
100 - 200	20	39	33	6	2	0
200 - 500	14	32	41	10	1	2
500-1,000	15	29	38	11	4	3
1,000-5,000	14	15	28	21	12	10
5,000+	10	4	21	14	15	36

GRAPHIC 11:

Volunteers
Percent of agencies utilizing volunteers



Graphic 12: % of Agencies Utilizing Volunteers by Region

Region	0 or not specified	1-2	3-10	11-25	26-50	51+
1 (NE)	44%	5%	7%	5%	10%	29%
2 (SE)	25	4	8	4	4	55
3 (MW)	52	4	8	8	7	21
4 (MTN)	31	6	10	9	10	34
5 (SW)	33	6	6	12	6	37
6 (PAC)	38	3	12	9	5	33

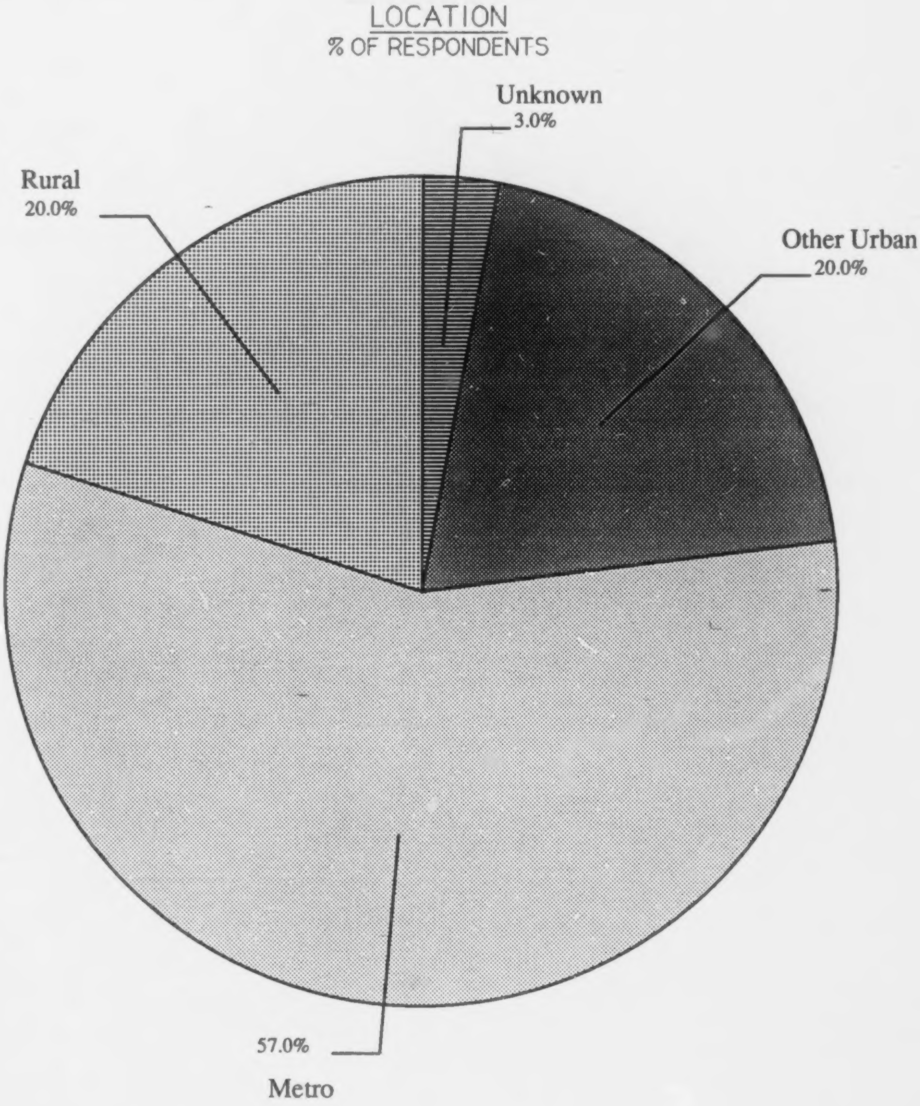
Graphic 13: % of Agencies Utilizing Volunteers by Budget Size

Budget (in $ 000's)	0 or not specified	1-2	3-10	11-25	26-50	51+
0 - 100	25%	25%	13%	12%	25%	0%
100 - 200	41	6	4	20	2	27
200 - 500	36	3	12	7	11	31
500-1,000	43	6	4	6	8	33
1,000-5,000	31	5	10	7	8	39
5,000+	40	4	8	8	4	36

GRAPHIC 14:

Location

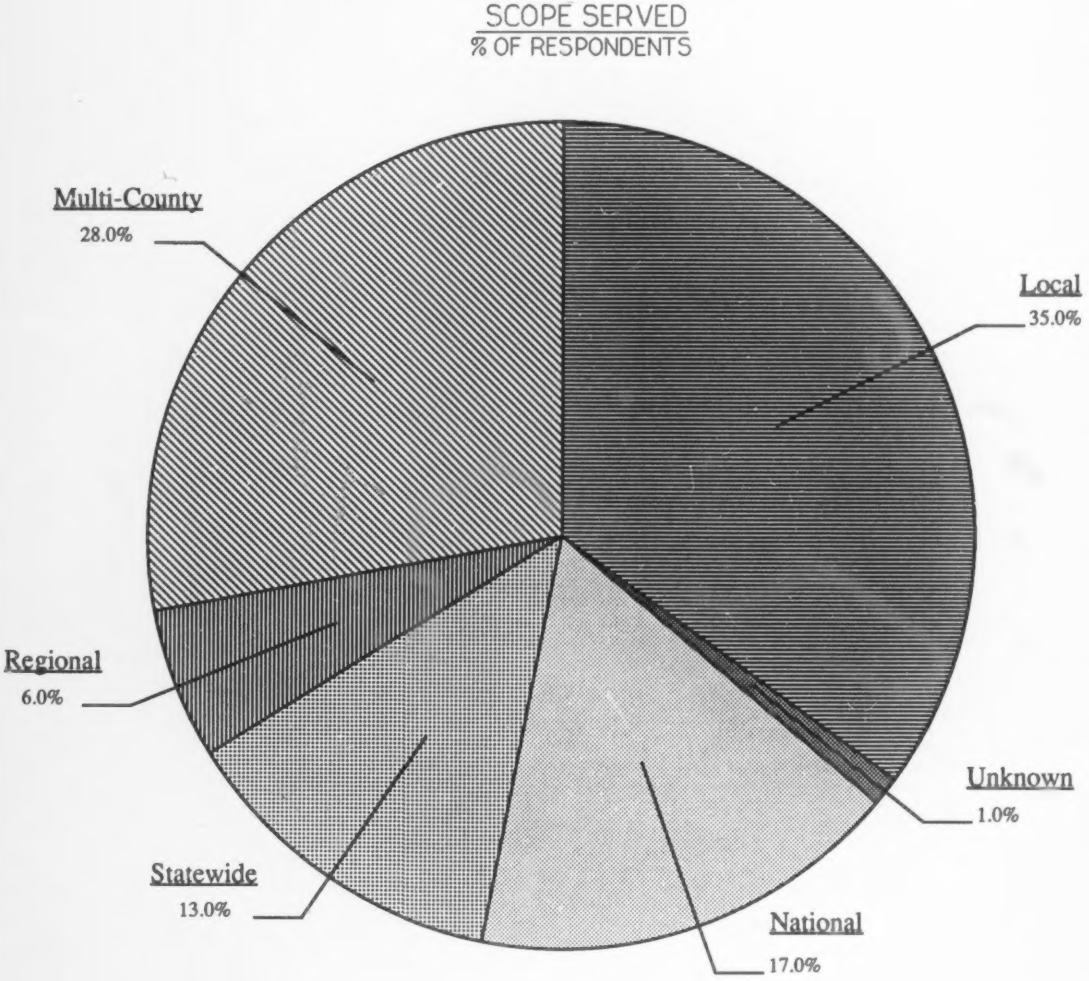
Location of responding agencies



GRAPHIC 15:

Scope Served

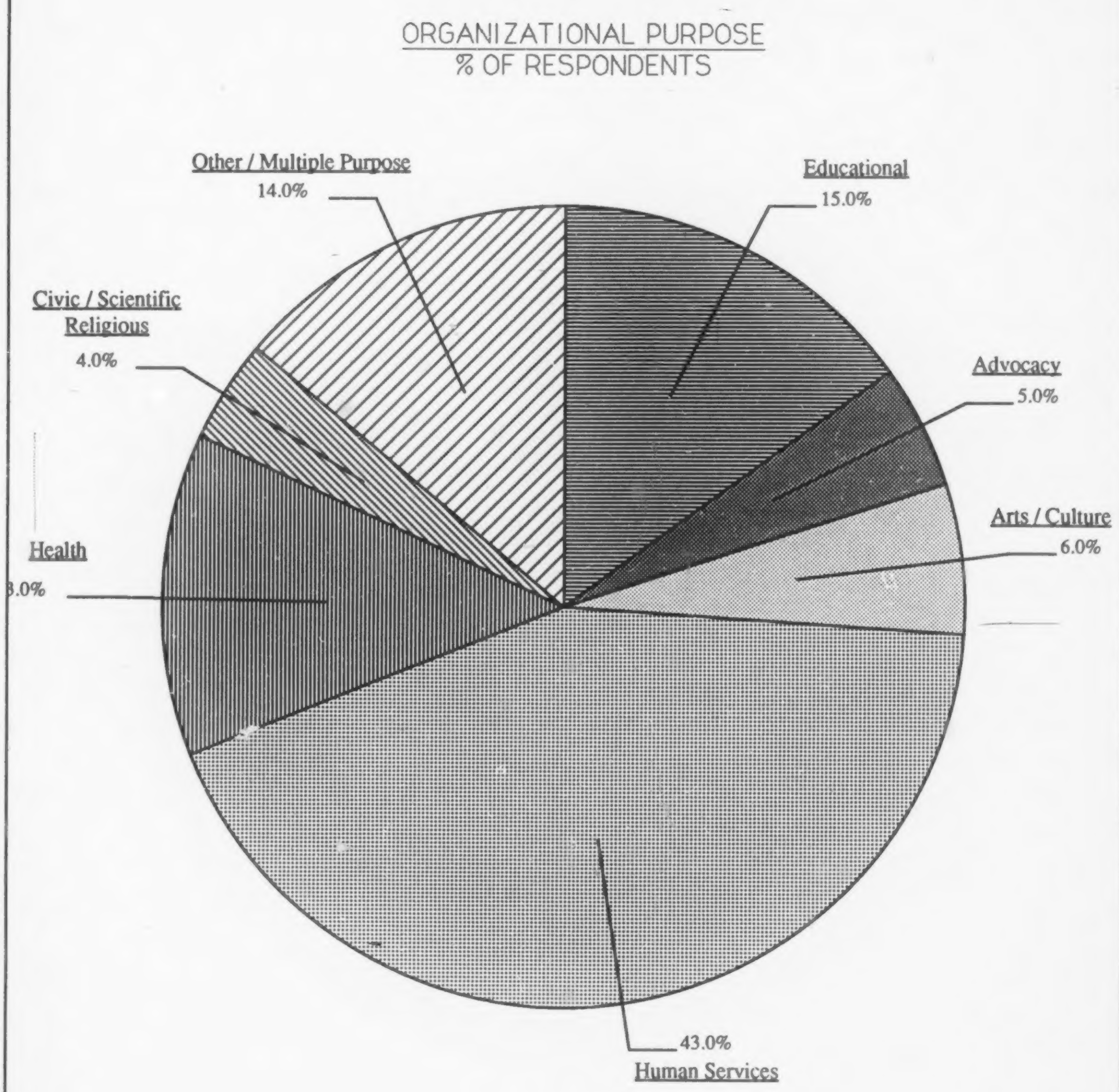
Scope of clients served by agencies.



GRAPHIC 16:

Organizational Purpose

Percent of responding agencies.



Graphic 17: Location/Scope Served/Organizational Purpose by Region

(501 Organizations Reporting)

	1	2	3	4	5	6
A. **Location of Agencies**	NE	SE	MW	MTN	SW	PAC
Metro	46%	63%	42%	64%	65%	59%
Other Urban	29	2	19	17	6	25
Rural	22	10	37	18	23	15
Unspecified	3	6	2	1	6	1
B. **Geographic Scope Served**						
Local	37	25	32	35	29	45
Multi-County	20	35	33	32	24	26
Statewide	17	20	25	10	14	5
Regional	7	8	4	5	5	11
National	17	12	6	20	24	12
Unspecified	2	0	0	0	4	1
C. **Organization Purpose**						
Advocacy/ Community Action	3	6	10	2	9	7
Arts/Culture	8	6	4	5	8	5
Civic/Religious/ Scientific	2	4	6	4	6	4
Education	17	12	13	15	17	12
Health	11	14	15	13	12	10
Human Service	43	45	38	50	36	42
Other/Multiple	16	13	14	11	12	20

Section II

Wage Results by Position

Section II

A. WAGE SUMMARY BY REGION & OPERATING BUDGET

As was the case a year ago, nine out of ten agencies reporting in the survey again indicate their intention to provide salary increases, which will average 4.61% in 1991. These same agencies reported actual salary increases of 4.98% in 1990. Regionally for 1991, the average increase will range from a low of 4.16% for the midwest region to 4.85% for the southeast region. Obviously, regional economics are impacting agencies everywhere.

As noted, ten percent of the reporting agencies indicate they do not plan increases in 1991. When these agencies are included in the total universe, the average salary increase, nationally, for 1991 drops to 4.18%. That compares with actual salary increases within the total universe of 4.53% last year.

During the past 2 years, salary percentage increases generally followed an upward trend line along with agency budget size. In 1991 that does not appear to be the case, possibly as a result of some "catch up" increases by smaller organizations.

Per cent of salary increases reported for 1990, and planned or already granted in 1991, for each region and budget size are shown on next page.

Graphic 18: 1990 & 1991 Salary Increases

	1990		1991	
Region	All Reporting Agencies	Agencies* Granting Raises	All Reporting Agencies	Agencies Granting Raises
1 (NE)	4.72%	5.10%	4.15%	4.64%
2 (SE)	4.46	4.87	4.36	4.85
3 (MW)	3.97	4.51	3.81	4.16
4 (MTN)	4.22	4.81	4.04	4.50
5 (SW)	4.92	5.16	4.37	4.73
6 (PAC)	4.92	5.27	4.26	4.63
Budget (in $000's)				
$ 0 - 100	4.31	5.75	3.69	4.92
100 - 200	4.11	4.69	3.56	4.26
200 - 500	4.12	4.82	4.23	4.60
500 - 1000	4.89	5.18	4.38	4.63
1000 - 5000	4.61	5.00	4.19	4.64
5000 +	4.65	4.86	4.35	4.67

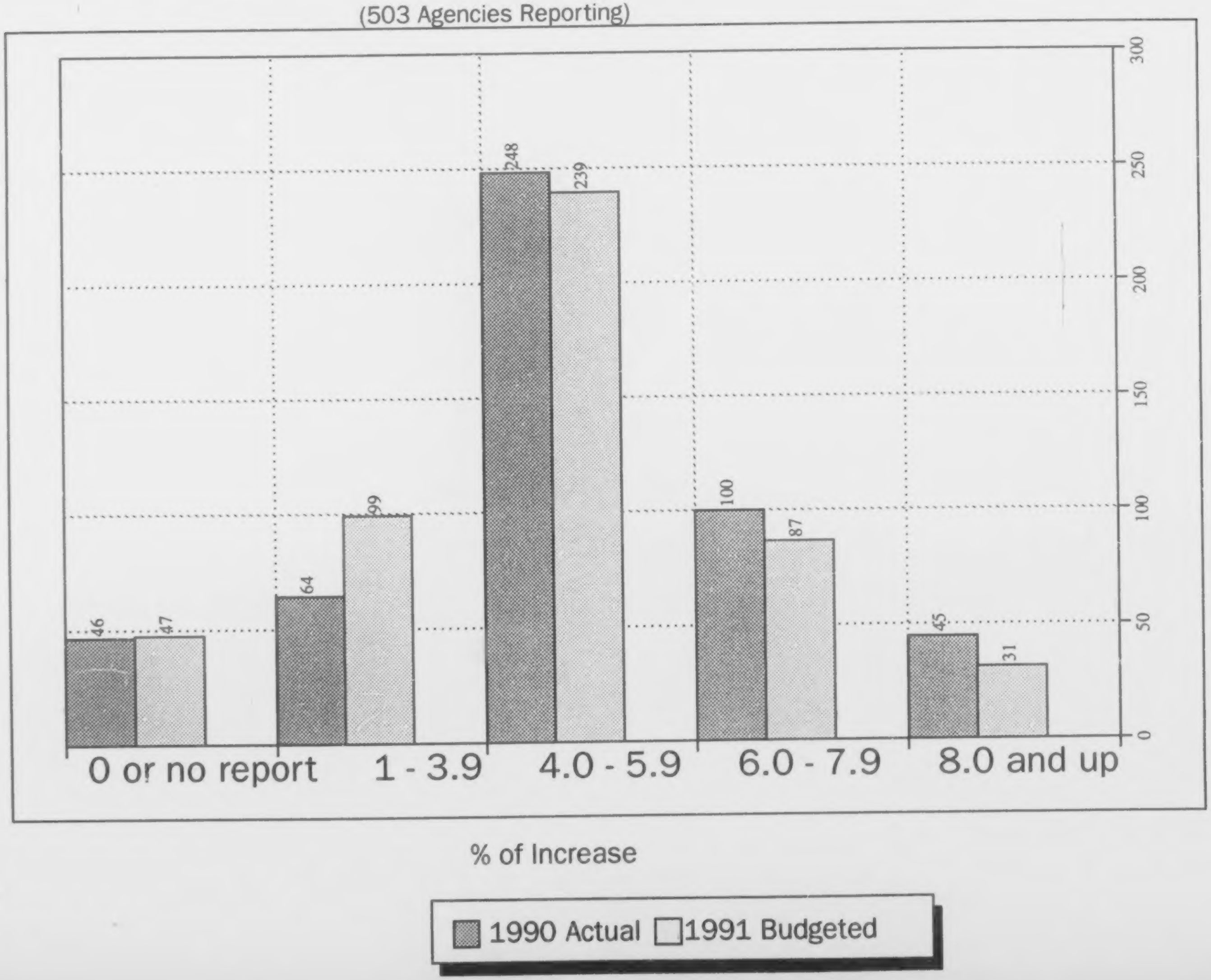
* Includes only those reporting organizations which granted or planned increases

Average	4.53	4.98	4.18	4.61

GRAPHIC 19:

% SALARY INCREASE
1990 ACTUAL / 1991 BUDGETED

(503 Agencies Reporting)



B. INTRODUCTION OF WAGE BY STAFF POSITION

Following are the 17 positions surveyed with data for each being presented two pages. The first page is the salary data by agency budget size, location and population area served. The second page presents the salary and education data by region.

NATIONAL
A. EXECUTIVE DIRECTOR

1. POSITION DESCRIPTION:

Overall agency administrator, reports directly to board, implements board policy, and represents the agency to the public.

2. POSITION QUALIFIERS: (Typical to position)

Reports to: Board Chairman
Supervises: Deputy and/or Department Heads
Education: Master's Degree
Experience: 5 years

3. AVERAGE SALARY: $52,789

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	19,000	27,083	32,500	6
100,000 - 199,999	18,700	33,494	64,000	42
200,000 - 499,999	15,500	39,486	100,000	102
500,000 - 999,999	24,000	45,885	96,400	88
1,000,000 - 4,999,999	22,000	58,677	195,800	160
5,000,000,+	35,000	81,737	172,000	66
Unspecified	32,340	68,088	90,100	5

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	18,700	58,020	172,000	267
Other	15,500	48,243	150,000	95
Rural	18,400	43,034	95,800	95
Unspecified	20,000	49,633	86,500	12

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	18,700	47,083	192,000	161
Multi-County	18,400	47,288	170,000	131
State-Wide	22,000	51,383	105,000	64
Regional	26,000	61,690	115,000	25
National	15,500	69,347	195,800	82
Unspecified	40,000	77,640	130,000	6

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	1%	5%	33%	49%	12%

REGIONAL
EXECUTIVE DIRECTOR

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	19,800	56,250	169,335	89
2 (SE)	26,400	53,263	172,000	48
3 (MW)	21,500	43,690	75,000	43
4 (MTN)	15,500	49,049	195,800	135
5 (SW)	18,400	59,930	155,000	61
6 (PAC)	24,000	56,946	170,000	72
Unspecified	20,000	44,715	90,000	21

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	0%	3%	30%	50%	17%
2 (SE)	0	4	37	48	11
3 (MW)	5	2	51	33	9
4 (MTN)	0	4	33	53	10
5 (SW)	0	10	20	53	17
6 (PAC)	0	10	35	50	5

NATIONAL
B. DEPUTY OR ASSOCIATE EXECUTIVE DIRECTOR

1. POSITION DESCRIPTION:
Assists Executive Director; may act in Executive Director's absence; may supervise specific aspects of agency program or administration.

2. POSITION QUALIFIERS: (Typical to position)
Reports to: Executive Director
Supervises: Managers and support staff as assigned by Executive Director
Education: Master's Degree
Experience: 3 years

3. AVERAGE SALARY: $41,343

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	15,000	15,000	15,000	1
100,000 - 199,999	14,000	21,306	30,500	9
200,000 - 499,999	15,000	28,564	56,550	35
500,000 - 999,999	15,000	32,937	54,000	34
1,000,000 - 4,999,999	24,150	44,175	90,000	84
5,000,000,+	29,224	55,454	120,000	49
Unspecified	30,000	44,812	60,000	3

B. BY LOCATION

Metro	14,000	43,830	120,000	129
Other	15,000	39,977	75,000	40
Rural	15,000	34,442	72,500	39
Unspecified	14,851	41,763	63,000	7

C. BY POPULATION

Local	14,851	36,957	66,126	69
Multi-County	14,000	38,032	100,000	54
State-Wide	18,720	39,655	65,000	33
Regional	24,000	47,398	75,000	15
National	15,500	52,253	120,000	39
Unspecified	15,000	45,505	96,526	5

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	1%	8%	35%	46%	10%

REGIONAL
DEPUTY OR ASSOCIATE EXECUTIVE DIRECTOR

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	14,000	41,994	96,526	41
2 (SE)	26,000	40,284	48,700	19
3 (MW)	20,000	33,095	55,000	18
4 (MTN)	15,000	41,022	90,000	60
5 (SW)	20,000	40,310	65,000	30
6 (PAC)	15,000	46,312	120,000	41
Unspecified	26,000	39,417	45,000	6

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	2%	8%	30%	49%	11%
2 (SE)	0	0	37	47	16
3 (MW)	0	10	53	37	0
4 (MTN)	0	7	34	47	12
5 (SW)	0	13	31	53	3
6 (PAC)	4	7	42	36	11

NATIONAL
C. BRANCH DIRECTOR

1. POSITION DESCRIPTION:
Administers a decentralized unit of the agency within the policies of the agency; represents the agency in the community or service area.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Executive Director or Deputy Director
Supervises: Professional and/or managerial staff at branch
Education: Bachelor's Degree
Experience: 3 years

3. AVERAGE SALARY: $33,624

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,000	16,000	17,425	19,000	2
100,000 - 199,999	18,000	18,167	18,333	2
200,000 - 499,999	15,360	31,328	55,000	14
500,000 - 999,999	11,600	23,796	43,000	17
1,000,000 - 4,999,999	15,600	32,334	68,500	47
5,000,000,+	20,000	41,646	80,000	34
Unspecified	84,000	84,000	84,000	1

B. BY LOCATION

Metro	15,000	35,877	84,000	73
Other	15,600	27,897	63,000	18
Rural	11,600	31,103	48,000	20
Unspecified	17,345	31,785	42,681	6

C. BY POPULATION

Local	15,000	32,892	84,000	37
Multi-County	11,600	31,242	80,000	31
State-Wide	15,360	28,653	50,000	23
Regional	24,740	41,878	63,000	11
National	20,000	42,368	68,500	13
Unspecified	35,000	39,000	43,000	2

EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	4%	12%	39%	36%	9%

REGIONAL
BRANCH DIRECTOR

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	15,600	33,424	68,500	31
2 (SE)	23,000	31,123	44,700	9
3 (MW)	16,000	27,710	43,000	8
4 (MTN)	15,000	31,098	84,000	29
5 (SW)	17,345	37,914	53,400	15
6 (PAC)	17,000	39,185	80,000	20
Unspecified	11,600	29,220	50,000	5

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	2%	12%	37%	37%	12%
2 (SE)	0	9	36	19	36
3 (MW)	0	8	75	17	0
4 (MTN)	5	13	41	39	2
5 (SW)	10	0	25	60	5
6 (PAC)	4	16	40	32	8

NATIONAL
D. DIRECTOR OF DEVELOPMENT

1. POSITION DESCRIPTION:
Administers and supervises fundraising and public relations. Responsible for grantwriting, special events, capital campaigns.

2. POSITION QUALIFIERS: (Typical to position)
Reports to: Executive Director
Supervises: Other professional staff in department and support staff
Education: Bachelor's Degree
Experience: 3 years

3. AVERAGE SALARY: $36,827

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	14,250	20,094	24,000	3
200,000 - 499,999	14,000	27,067	43,914	19
500,000 - 999,999	12,000	31,388	46,000	29
1,000,000 - 4,999,999	22,000	36,577	73,350	87
5,000,000,+	23,795	48,493	110,000	37
Unspecified	18,720	31,817	56,730	3

B. BY LOCATION

Metro	14,000	38,751	111,000	123
Other	12,000	32,587	61,000	31
Rural	14,250	32,496	57,500	20
Unspecified	25,800	32,200	38,000	4

C. BY POPULATION

Local	12,000	36,685	82,700	52
Multi-County	14,250	32,143	57,129	50
State-Wide	20,000	35,075	60,000	26
Regional	26,500	41,324	56,730	16
National	14,000	41,436	111,000	32
Unspecified	40,000	70,676	101,353	2

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	1%	11%	61%	25%	2%

REGIONAL
DIRECTOR OF DEVELOPMENT

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	22,500	39,208	101,353	28
2 (SE)	12,000	34,037	82,700	23
3 (MW)	20,000	28,978	39,000	13
4 (MTN)	14,000	34,750	73,350	44
5 (SW)	20,000	41,563	110,000	30
6 (PAC)	22,032	39,669	73,000	33
Unspecified	18,720	30,411	40,000	7

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	3%	17%	53%	27%	0%
2 (SE)	0	14	67	19	0
3 (MW)	0	0	77	23	2
4 (MTN)	0	14	61	23	2
5 (SW)	0	10	60	30	0
6 (PAC)	0	8	57	29	6

NATIONAL
E. DEPARTMENT DIRECTOR

1. **POSITION DESCRIPTION:**
Responsible for management of a major division of the agency. Supervises other professional staff and volunteers.

2. **POSITION QUALIFIERS:** (Typical to position)
Reports to: Executive Director or Deputy Director
Supervises: Professional staff and support staff
Education: Bachelor's Degree
Experience: 3 years

3. **AVERAGE SALARY:** $33,500

4. **ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED**

A. **BY AGENCY BUDGET SIZE**

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	15,000	15,000	15,000	1
100,000 - 199,999	13,270	20,586	31,000	6
200,000 - 499,999	13,000	25,545	48,000	33
500,000 - 999,999	11,317	27,296	44,400	34
1,000,000 - 4,999,999	15,800	32,856	63,900	114
5,000,000,+	20,000	43,841	140,000	60
Unspecified	20,511	44,727	70,000	2

B. **BY LOCATION**

	Min	Mean	Max	Responding Agencies
Metro	13,000	35,430	140,000	143
Other	15,000	32,394	65,000	59
Rural	11,317	28,384	55,600	40
Unspecified	21,000	32,753	57,475	8

C. **BY POPULATION**

	Min	Mean	Max	Responding Agencies
Local	16,000	32,253	75,000	82
Multi-County	11,317	29,822	70,000	79
State-Wide	18,000	32,765	61,546	26
Regional	13,270	35,225	70,000	17
National	14,580	41,445	140,000	42
Unspecified	26,000	45,763	97,020	4

5. **EDUCATION**- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	3%	11%	41%	38%	7%

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	15,000	34,423	97,020	49
2 (SE)	18,600	32,359	75,000	25
3 (MW)	18,000	29,580	48,000	15
4 (MTN)	13,000	32,427	70,264	71
5 (SW)	13,270	35,639	140,000	38
6 (PAC)	17,500	36,689	120,000	44
Unspecified	11,317	20,600	40,000	8

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	4%	8%	38%	44%	6%
2 (SE)	0	10	41	44	5
3 (MW)	12	9	52	24	3
4 (MTN)	3	9	40	37	10
5 (SW)	1	7	35	46	11
6 (PAC)	4	14	50	30	3

NATIONAL
F. DIRECTOR OF MARKETING/PUBLIC RELATIONS

1. POSITION DESCRIPTION:
Responsible for communicating organization's position on programs and issues to the community. Usually responsible for public relations, media relations, advertising and publications.

2. POSITION QUALIFIERS: (Typical to position)
Reports to: Executive Director or Deputy Director
Supervises: Professional and support staff
Education: Master's Degree
Experience: 3 years

3. AVERAGE SALARY: $32,697

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	15,00	19,011	24,034	3
200,000 - 499,999	18,000	23,492	33,306	12
500,000 - 999,999	20,000	30,831	44,000	12
1,000,000 - 4,999,999	16,000	30,166	57,900	77
5,000,000,+	20,000	42,071	100,000	39
Unspecified	26,000	33,499	45,000	4

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	15,000	34,564	100,000	99
Other	18,720	30,594	65,000	23
Rural	18,000	27,265	41,000	20
Unspecified	22, 953	27,131	32,000	5

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	18,000	28,539	46,000	30
Multi-County	15,000	28,992	80,000	49
State-Wide	20,000	31,561	45,589	22
Regional	21,000	37,693	57,000	15
National	16,000	41,264	100,000	30
Unspecified	32,000	32,000	32,000	1

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	3%	6%	67%	23%	1%

REGIONAL
DIRECTOR Of MARKETING/PUBLIC RELATIONS

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	18,720	32,803	72,000	28
2 (SE)	18,000	29,155	46,000	17
3 (MW)	18,500	23,250	31,000	8
4 (MTN)	15,000	31,228	53,272	46
5 (SW)	21,000	35,761	80,000	19
6 (PAC)	19,864	38,303	100,000	25
Unspecified	18,000	33,195	51,000	4

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	7%	0%	71%	22%	0%
2 (SE)	0	12	59	29	0
3 (MW)	0	14	72	14	0
4 (MTN)	4	4	61	29	2
5 (SW)	0	0	74	26	0
6 (PAC)	4	8	77	11	0

NATIONAL
G. CONTROLLER/BUSINESS MANAGER

1. POSITION DESCRIPTION:
Responsible for supervision and administration of financial reporting, income and expense, budgeting and audit. Other functions may include purchasing, payroll, insurance and billing.

2. POSITION QUALIFIERS: (Typical to position)
Reports to: Executive Director or Deputy Director
Supervises: Bookkeeper and support staff
Education: Bachelor's Degree
Experience: 2 years

3. AVERAGE SALARY: $33,810

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	13,258	21,301	27,800	7
200,000 - 499,999	12,000	24,872	50,000	32
500,000 - 999,999	17,000	26,984	50.000	40
1,000,000 - 4,999,999	14,500	33,495	72,500	137
5,000,000,+	22,000	43,961	120,000	68
Unspecified	20,000	33,707	42,000	5

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	14,400	37,088	120,000	160
Other	12,000	29,745	67,145	62
Rural	13,258	28.841	72,500	57
Unspecified	22,000	34,883	49,200	10

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	13,258	32,117	73,506	99
Multi-County	16,800	30,692	53,200	76
State-Wide	12,000	30,860	50,000	39
Regional	20,000	36,875	55,000	18
National	17,000	42,808	120,000	52
Unspecified	19,105	33,121	56,000	5

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	4%	25%	51%	19%	1%

REGIONAL
CONTROLLER/BUSINESS MANAGER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	16,800	33,184	73,506	60
2 (SE)	18,000	33,051	52,002	32
3 (MW)	18,000	28,691	50,000	16
4 (MTN)	14,500	33,476	72,500	84
5 (SW)	17.197	36,583	106,500	40
6 (PAC)	12,000	36,202	120,000	46
Unspecified	18,200	29,334	50,000	11

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	7%	23%	49%	21%	0
2 (SE)	3	23	51	23	0
3 (MW)	0	41	41	18	0
4 (MTN)	5	25	53	16	1
5 (SW)	5	24	50	21	0
6 (PAC)	2	23	60	15	0

NATIONAL
H. PROGRAM MANAGER

1. POSITION DESCRIPTION:
Operates professional level program which requires contact with clients and the community, participates in program design and manages the programs themselves.

2. POSITION QUALIFIERS: (Typical to position)
Reports to: Department or Branch Manager
Supervises: Paraprofessionals, lower level professional or support staff
Education: Bachelor's Degree
Experience: 3 years

3. AVERAGE SALARY: $27,574

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION & POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	18,360	18,360	18,360	1
100,000 - 199,999	11,000	19,299	27,000	18
200,000 - 499,999	13,770	24,123	44,000	53
500,000 - 999,999	15,434	25,026	50,000	41
1,000,000 - 4,999,999	16,080	27,395	60,775	93
5,000,000,+	16,500	35,870	130,000	56
Unspecified	20,511	26,947	32,000	4

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	11,000	29,399	130,000	154
Other	13,770	25,929	70,000	51
Rural	14,456	23,372	42,000	52
Unspecified	22,714	29,942	43,748	9

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	13,770	25,059	52,000	99
Multi-County	15,000	24,953	60,775	69
State-Wide	16,480	29,282	48,000	36
Regional	11,000	27,601	50,000	17
National	15,240	35,835	130,000	41
Unspecified	19,940	34,859	61,900	4

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	4%	11%	51%	30%	4%

REGIONAL
PROGRAM MANAGER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	14,456	28,023	61,900	53
2 (SE)	16,800	26,258	40,000	27
3 (MW)	16,600	24,520	44,000	24
4 (MTN)	13,770	25,793	71,127	75
5 (SW)	11,000	38,948	65,600	38
6 (PAC)	15,434	31,639	130,000	45
Unspecified	17,000	23,437	32,000	4

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	1%	9%	59%	28%	3%
2 (SE)	7	10	57	23	3
3 (MW)	9	6	76	9	0
4 (MTN)	3	13	51	29	4
5 (SW)	5	3	36	51	5
6 (PAC)	3	20	38	33	6

NATIONAL
I. VOLUNTEER COORDINATOR

1. POSITION DESCRIPTION:
Responsible for recruitment, orientation and placement of volunteers in agency programs.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Department Director or Executive Director
Supervises: Volunteers
Education: Bachelor's Degree
Experience: 1 years

3. AVERAGE SALARY: $22,466

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	21,000	21,000	21,000	1
100,000 - 199,999	15,000	18,845	22,510	3
200,000 - 499,999	10,920	19,625	28,000	19
500,000 - 999,999	10,380	22,127	35,000	17
1,000,000 - 4,999,999	12,625	21,970	41,022	57
5,000,000,+	16,224	25,446	52,000	28
Unspecified	21,840	30,920	40,000	2

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	12,625	23,669	52,000	84
Other	10,380	18,263	28,000	24
Rural	13,000	21,888	40,000	15
Unspecified	22,000	24,587	28,350	4

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	10,380	22,151	42,022	38
Multi-County	10,920	22,617	52,000	41
State-Wide	16,000	23,381	40,000	17
Regional	13,000	21,910	35,000	14
National	13,000	22,123	37,500	16
Unspecified	26,000	26,000	26,000	1

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	7%	19%	59%	15%	0%

REGIONAL
VOLUNTEER COORDINATOR

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	10,920	21,642	40,000	22
2 (SE)	13,000	23,712	35,000	25
3 (MW)	16,000	18,322	20,000	5
4 (MTN)	10,380	22,174	40,019	36
5 (SW)	16,000	22,161	30,466	16
6 (PAC)	13,894	24,598	52,000	19
Unspecified	15,000	18,115	21,840	4

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	14%	24%	48%	14%	0%
2 (SE)	4	30	57	9	0
3 (MW)	0	40	20	40	0
4 (MTN)	8	19	57	16	0
5 (SW)	5	5	74	16	0
6 (PAC)	5	9	73	14	0

NATIONAL
J. GRANTWRITER

1. POSITION DESCRIPTION:
Responsible for all proposal writing to obtain grants. Must conform to grantors policies, guidelines, and other criteria.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Director of Department
Supervises: Support Staff
Education: Bachelor's Degree
Experience: 2 years

3. AVERAGE SALARY: $28,390

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	0	0	0	0
200,000 - 499,999	22,000	31,000	46,000	3
500,000 - 999,999	22,000	23,500	25,000	2
1,000,000 - 4,999,999	17,000	26,493	41,600	20
5,000,000,+	17,136	30,343	65,000	19
Unspecified	31,147	31,147	31,147	1

B. BY LOCATION

Metro	17,900	29,409	65,000	31
Other	17,000	26,770	40,000	9
Rural	22,000	25,333	30,000	3
Unspecified	18,395	24,460	30,000	2

C. BY POPULATION

Local	17,900	27,532	46,000	11
Multi-County	17,000	26,235	40,000	16
State-Wide	29,333	29,333	29,333	1
Regional	18,000	31,178	65,000	7
National	17,136	30,735	46,640	10
Unspecified	0	0	0	0

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	8%	67%	23%	2%	0%

REGIONAL GRANTWRITER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	28,175	35,999	65,000	6
2 (SE)	17,000	27,937	46,000	7
3 (MW)	25,000	25,000	25,000	1
4 (MTN)	17,900	24,500	30,000	7
5 (SW)	17,136	28,052	46,640	11
6 (PAC)	18,000	28,537	40,000	11
Unspecified	22,000	23,500	25,000	2

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	0%	0%	66%	17%	17%
2 (SE)	0	0	57	43	0
3 (MW)	0	100	0	0	0
4 (MTN)	0	33	33	34	0
5 (SW)	0	7	79	14	0
6 (PAC)	0	0	83	17	0

NATIONAL
K. PUBLIC INFORMATION COORDINATOR

1. POSITION DESCRIPTION:
Communicates with membership and others; may write and/or edit newsletter; acts as liaison between organization and public.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Director of Marketing
Supervises: Support Staff
Education: Bachelor's Degree
Experience: 2 years

3. AVERAGE SALARY: $24,836

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	21,000	21,000	21,000	1
200,000 - 499,999	17,550	23,056	28,840	7
500,000 - 999,999	17,500	22,438	28,000	12
1,000,000 - 4,999,999	15,878	23,329	39,360	24
5,000,000,+	13,395	27,181	53,000	35
Unspecified	24,020	24,020	24,020	1

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	13,395	25,910	53,000	53
Other	18,000	23,517	33,168	15
Rural	17,014	22,251	20,814	9
Unspecified	17,060	20,224	23,500	3

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	17,060	23,235	30,000	19
Multi-County	13,395	21,639	53,000	21
State-Wide	18,000	26,173	39,360	10
Regional	18,330	23,738	30,000	9
National	18,000	28,034	45,084	18
Unspecified	23,500	37,009	45,000	3

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	5%	14%	68%	13%	0%

REGIONAL
PUBLIC INFORMATION COORDINATOR

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	15,787	23,826	42,526	19
2 (SE)	23,800	26,898	28,950	4
3 (MW)	17,014	19,327	23,000	3
4 (MTN)	13,395	24,466	39,360	19
5 (SW)	18,000	25,020	45,084	19
6 (PAC)	17,060	26,775	53,000	16
Unspecified	0	0	0	0

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	5%	0%	75%	20%	0%
2 (SE)	0	20	80	0	0
3 (MW)	0	50	50	0	0
4 (MTN)	16	6	72	6	0
5 (SW)	0	29	54	17	0
6 (PAC)	0	10	75	15	0

NATIONAL
L. PROGRAM SPECIALIST

1. POSITION DESCRIPTION:
Provides specialist expertise about the technical aspects of program (eg., arts, science, education, healthcare).

2. POSITION QUALIFIERS: (typical to position)
Reports to: Department Director or Branch Director
Supervises: Paraprofessionals
Education: Bachelor's Degree
Experience: 1 year

3. AVERAGE SALARY: $23,011

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	12,000	12,000	12,000	1
100,000 - 199,999	10,300	17,474	24,000	11
200,000 - 499,999	8,000	19,456	35,000	44
500,000 - 999,999	10,400	22,315	37,140	36
1,000,000 - 4,999,999	10,000	23,587	94,690	81
5,000,000,+	13,400	27,651	75,000	45
Unspecified	21,000	21,000	21,000	1

B. BY LOCATION

Metro	10,300	23,688	75,000	133
Other	10,000	20,820	43,500	44
Rural	8,000	22,263	94,690	38
Unspecified	25,000	31,719	36,000	4

C. BY POPULATION

Local	10,238	21,544	94,960	76
Multi-County	8,000	20,898	47,080	63
State-Wide	12,875	24,091	36,500	30
Regional	16,650	23,636	43,500	10
National	11,000	27,840	75,000	38
Unspecified	19,000	34,226	53,271	2

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	8%	18%	53%	19%	2%

REGIONAL
PROGRAM SPECIALIST

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	8,000	24,305	53,271	35
2 (SE)	10,000	23,845	38,000	25
3 (MW)	14,000	21,368	37,140	20
4 (MTN)	10,300	20,346	47,080	59
5 (SW)	10,238	24,349	53,000	31
6 (PAC)	13,000	24,791	94,960	42
Unspecified	12,480	24,110	33,200	7

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	6%	13%	58%	22%	1%
2 (SE)	8	17	42	30	4
3 (MW)	3	21	68	8	0
4 (MTN)	7	19	54	17	3
5 (SW)	13	13	51	22	1
6 (PAC)	7	21	51	19	2

NATIONAL
M. OFFICE MANAGER

1. POSITION DESCRIPTION:
   Administers clerical support for the agency; establishes work procedures; supervises clerical staff; maintains supplies and equipment; oversees workload; performs clerical functions.

2. POSITION QUALIFIERS: (typical to position)
   Reports to: Executive Director, Deputy Director or Branch Director
   Supervises: Other Support Staff
   Education: 2 years business school training
   Experience: 3 years

3. AVERAGE SALARY: $21,080

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	0	0	0	0
100,000 - 199,999	9,360	16,464	22,800	19
200,000 - 499,999	9,000	18,714	30,500	56
500,000 - 999,999	14,240	20,295	30,000	42
1,000,000 - 4,999,999	13,500	21,748	39,000	87
5,000,000,+	13,385	25,001	65,000	44
Unspecified	20,000	24,833	31,000	6

B. BY LOCATION

Metro	9,000	22,414	65,000	150
Other	12,000	19,208	28,000	56
Rural	9,600	18,720	30,000	42
Unspecified	18,000	21,704	25,000	6

C. BY POPULATION

Local	9,360	20,600	39,000	79
Multi-County	9,000	19,837	35,000	77
State-Wide	12,480	21,176	31,000	41
Regional	12,862	21,526	31,000	15
National	10,400	24,183	65,000	40
Unspecified	18,000	20,500	23,000	2

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	22%	50%	25%	3%	0%

REGIONAL
OFFICE MANAGER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	12,500	22,495	34,000	46
2 (SE)	12,480	19,441	26,000	27
3 (MW)	11,500	19,296	30,500	20
4 (MTN)	9,000	19,610	29,800	70
5 (SW)	9,600	21,863	38,000	34
6 (PAC)	9,360	23,352	65,000	45
Unspecified	14,500	20,150	27,000	12

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	22%	54%	22%	2%	0%
2 (SE)	14	53	34	0	0
3 (MW)	35	55	10	0	0
4 (MTN)	34	38	24	4	0
5 (SW)	15	49	33	3	0
6 (PAC)	14	57	25	4	0

NATIONAL
N. SECRETARY

1. POSITION DESCRIPTION:
Performs clerical support work of a skilled nature. May use work processor. Must have good typing skills.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Office Manager
Supervises: None
Education: High school or GED with business courses
Experience: 2 years

3. AVERAGE SALARY: $16,937

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	14,000	14,500	15,000	2
100,000 - 199,999	10,000	14,548	20,000	17
200,000 - 499,999	8,283	15,795	24,000	52
500,000 - 999,999	10,200	16,992	31,059	59
1,000,000 - 4,999,999	7,800	17,119	33,500	143
5,000,000,+	9,360	18,046	40,000	69
Unspecified	11,882	17,473	21,703	6

B. BY LOCATION

	Min	Mean	Max	Responding Agencies
Metro	9,298	17,718	40,000	215
Other Urban	7,800	16,240	26,400	64
Rural	8,283	14,952	28,500	59
Unspecified	11,254	16,309	22,356	10

C. BY POPULATION

	Min	Mean	Max	Responding Agencies
Local	8,283	16,384	33,500	108
Multi-County	9,360	16,073	35,000	99
State-Wide	10,000	17,025	25,000	48
Regional	13,104	18,584	26,400	25
National	7,800	18,663	40,000	63
Unspecified	10,484	15,175	23,320	5

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	49%	37%	13%	1%	0%

REGIONAL SECRETARY

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	10,400	17,952	28,000	71
2 (SE)	9,900	17,027	29,600	35
3 (MW)	10,400	15,956	23,472	34
4 (MTN)	7,800	15,920	33,500	93
5 (SW)	9,500	17,105	27,600	46
6 (PAC)	9,360	18,256	40,000	54
Unspecified	9,298	15,194	20,000	15

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	49%	40%	10%	1%	0%
2 (SE)	37	39	20	4	0
3 (MW)	56	39	5	0	0
4 (MTN)	55	31	13	1	0
5 (SW)	48	38	13	1	0
6 (PAC)	43	40	15	2	0

NATIONAL
O. BOOKKEEPER

1. POSITION DESCRIPTION:
Maintains financial records and files. Assists in preparation of financial statements and reports; must be able to proficiently use typewriter and operate 10-key adding machine.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Controller
Supervises: None
Education: High School plus some formal or on-the-job training
Experience: 2 years

3. AVERAGE SALARY: $19,747

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	11,500	12,250	13,000	2
100,000 - 199,999	8,255	14,646	19,000	8
200,000 - 499,999	10,400	18,609	30,000	25
500,000 - 999,999	11,450	19,630	25,600	35
1,000,000 - 4,999,999	11,844	19,804	38,000	108
5,000,000,+	12,500	21,030	40,000	63
Unspecified	20,000	20,467	21,196	2

B. BY LOCATION

Metro	8,255	20,449	40,000	143
Other	11,440	19,026	32,000	46
Rural	11,844	18,536	38,000	45
Unspecified	13,500	18,339	29,000	9

C. BY POPULATION

Local	12,000	19,559	33,333	76
Multi-County	11,440	19,078	34,000	67
State-Wide	11,500	19,065	30,804	26
Regional	8,255	19,193	30,500	19
National	10,400	21,640	40,000	51
Unspecified	11,844	17,461	20,000	4

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	26%	44%	27%	3%	0%

REGIONAL
BOOKKEEPER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	11,440	18,990	30,000	43
2 (SE)	12,000	19,680	30,500	26
3 (MW)	12,813	18,122	24,000	19
4 (MTN)	11,450	19,598	38,000	67
5 (SW)	8,255	20,116	36,000	38
6 (PAC)	11,500	21,335	40,000	42
Unspecified	13,119	19,058	25,000	8

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	31%	43%	22%	4%	0%
2 (SE)	18	44	35	3	0
3 (MW)	14	45	41	0	0
4 (MTN)	32	36	29	3	0
5 (SW)	23	49	26	2	0
6 (PAC)	25	56	17	2	0

NATIONAL
P. RECEPTIONIST /CLERK TYPIST

1. **POSITION DESCRIPTION:**
Performs clerical functions on assignment; conducts public relations functions of greeting visitors in person and by telephone; takes and conveys appropriate messages.

2. **POSITION QUALIFIERS:** (typical to position)
Reports to: Office Manager
Supervises: None
Education: High School or GED plus some business courses
Experience: 0-1 year general office

3. **AVERAGE SALARY:** $14,528

4. **ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED**

A. BY AGENCY BUDGET SIZE	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	10,000	10,000	10,000	1
100,000 - 199,999	9,000	12,494	18,500	12
200,000 - 499,999	9,360	14,045	20,800	36
500,000 - 999,999	9,750	14,519	26,136	43
1,000,000 - 4,999,999	8,800	14,344	24,000	134
5,000,000,+	10,374	15,579	25,400	66
Unspecified	11,205	14,951	21,196	5
B. BY LOCATION				
Metro	9,262	15,174	26,136	174
Other	9,000	13,790	21,000	65
Rural	8,800	13,095	20,000	47
Unspecified	10,896	14,797	20,960	11
C. BY POPULATION				
Local	9,262	14,146	24,000	96
Multi-County	8,800	14,007	26,136	86
State-Wide	10,000	14,183	22,500	36
Regional	11,400	15,515	21,196	21
National	10,000	16,162	25,400	53
Unspecified	10,500	11,878	14,628	5

5. **EDUCATION**- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	68%	22%	9%	1%	0%

REGIONAL
RECEPTIONIST/CLERK TYPIST

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	9,262	15,116	21,575	49
2 (SE)	11,400	14,600	24,000	34
3 (MW)	9,500	13,867	26,136	20
4 (MTN)	8,800	13,897	25,400	90
5 (SW)	10,400	15,100	23,920	40
6 (PAC)	9,000	15,252	24,000	50
Unspecified	9,750	13,088	16,000	14

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	75	22	3	0	0
2 (SE)	60	26	14	0	0
3 (MW)	70	17	13	0	0
4 (MTN)	67	19	13	1	0
5 (SW)	71	25	4	0	0
6 (PAC)	71	19	8	2	0

NATIONAL
Q. MAINTENANCE WORKER

1. POSITION DESCRIPTION:
Performs repairs, cleaning, or other upkeep functions to maintain agency's physical facility.

2. POSITION QUALIFIERS: (typical to position)
Reports to: Controller, Deputy Director, Branch Director or Delegate
Supervises: None
Education: No formal requirement, usually high school or equivalent
Experience: 1 years

3. AVERAGE SALARY: $15,978

4. ACTUAL SALARY RANGES BY AGENCY SIZE, LOCATION AND POPULATION SERVED

A. BY AGENCY BUDGET SIZE

	Min	Mean	Max	Responding Agencies
$ 0 - 99,999	12,000	12,000	12,000	1
100,000 - 199,999	10,000	13,714	23,000	5
200,000 - 499,999	8,840	15,198	25,000	20
500,000 - 999,999	8,840	16,221	33,280	23
1,000,000 - 4,999,999	8,840	16,205	33,000	92
5,000,000 +	8,840	15,990	29,000	44
Unspecified	17,066	17,898	16,616	2

B. BY LOCATION

Metro	8,840	16,142	30,000	97
Other	8,840	16,235	33,000	34
Rural	8,840	15,579	33,280	51
Unspecified	10,000	15,112	26,517	5

C. BY POPULATION

Local	8,840	15,179	27,037	63
Multi-County	8,840	15,634	33,280	61
State-Wide	10,400	16,664	27,000	16
Regional	10,000	17,913	26,500	15
National	8,840	17,424	33,000	28
Unspecified	12,390	13,693	15,000	4

5. EDUCATION- Highest level

TYPE OF DEGREE	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
percentage	79%	15%	6%	0%	0%

REGIONAL
MAINTENANCE WORKER

6. ACTUAL SALARY RANGES BY REGION

REGION	Min	Mean	Max	Responding Agencies
1 (NE)	8,840	16,064	33,000	36
2 (SE)	9,500	16,033	33,280	21
3 (MW)	9,500	15,833	26,500	15
4 (MTN)	8,840	15,305	28,000	50
5 (SW)	8,840	16,375	30,000	27
6 (PAC)	10,000	16,865	29,000	28
Unspecified	8,840	15,581	28,876	10

7. EDUCATION BY REGION - Highest Level- Percent of Region Total

Region	High School	Some College	BA/BS	MA/MS	JD/PhD/MD
1 (NE)	83%	15%	2%	0%	0%
2 (SE)	82	13	5	0	0
3 (MW)	78	17	5	0	0
4 (MTN)	71	16	13	0	0
5 (SW)	80	16	4	0	0
6 (PAC)	86	12	2	0	0

Section III

Benefits

SUMMARY

Vacation is still the most prevalent benefit offered by agencies, along with certain annual holidays. Regionally, there is no clear cut leader this year in either vacations or holidays (Graphics 20-23).

Sick leave paid days are generally offered by most agencies, with 12-15 days being most common. Some provision for funeral leave is also available, three to five days being most common.

Although most agencies offer very few personal paid days off, a small group do provide more than a week in this category.

Pension plans are now reported by a majority of agencies. This is the first year this has been the case. Budget size continues to be an important factor (Graphics 24 & 25).

The employee concern for adequate health insurance is shown in the heavy coverage reported by agencies in graphic 26. Only the smallest agencies by budget size lag behind in this important benefit.

Several new survey questions this year provide added information on disability and term insurance coverage offered by reporting agencies. About 50% of the agencies report long term disability coverage, a smaller percent short term coverage, and about 70% are currently offering some form of term life insurance (Graphic 27).

The survey provides expanded coverage on other benefits this year, with the addition of data on flex spending accounts and job sharing. A summary of all these benefits, for agencies by region and budget size, is found in graphic 28.

Also new this year is some important data on what cash benefits are costing the reporting agencies, as a percentage of their total payrolls. It would appear that most agencies beleive these cost are between 15-20% of total payroll (Graphics 29 & 30).

A. VACATION

As might be assumed, the vacation benefit is the one most commonly offered by the agencies reporting in this survey. No region appears to offer significantly more vacation time, when all years of service are considered. Professionals continue to enjoy more vacation time tahn support staff, but that gap has also narrowed.

While vacation time is generally greater as agency budget size increases, the smallest size agencies are apparently compensating for their inability to provide some other beneifts by granting longer vacations to all of their staff.

Graphic 20: Maximum Paid Vacation Offered After 1 Year Service

By Region	1 Week		2 Weeks		3 Weeks		4 Weeks		5 or more	
	P	S	P	S	P	S	P	S	P	S
1 (NE)	9%	15%	36%	47%	39%	29%	12%	6%	4%	3%
2 (SE)	11	15	53	60	30	23	4	7	2	0
3 (MW)	7	12	43	59	46	29	2	0	2	0
4 (MTN)	12	17	43	54	31	21	12	7	2	1
5 (SW)	12	17	44	54	27	26	15	3	2	0
6 (PAC)	10	14	35	51	39	31	13	3	3	1

Maximum Vacation After 5 Years Service

1 (NE)	0	0	12	16	39	45	35	30	14	9
2 (SE)	0	0	15	19	46	53	33	23	6	4
3 (MW)	0	0	8	8	52	67	35	23	5	2
4 (MTN)	2	3	9	11	46	53	34	25	9	8
5 (SW)	0	0	11	13	42	45	43	40	4	2
6 (PAC)	1	2	2	3	40	59	42	24	15	12

Maximum Vacation After 10 Years Service

1 (NE)	5	6	3	9	21	24	52	45	19	16
2 (SE)	0	0	10	12	21	29	57	52	12	7
3 (MW)	0	3	0	0	17	24	73	64	10	9
4 (MTN)	2	2	5	5	23	33	58	50	12	10
5 (SW)	0	2	8	6	28	29	49	49	15	14
6 (PAC)	0	3	2	2	20	29	51	45	27	21

Maximum Vacation After 20 Years Service

1 (NE)	2	0	2	3	12	20	42	40	42	37
2 (SE)	0	0	10	13	13	21	56	48	21	18
3 (MW)	0	0	0	0	12	15	61	63	27	22
4 (MTN)	2	2	5	5	21	28	43	39	29	26
5 (SW)	0	0	9	7	20	21	49	52	22	20
6 (PAC)	0	0	0	0	18	21	43	46	39	33

Graphic 21: Maximum Paid Vacation After 1 Year Service

By Budget Size	1 Week		2 Weeks		3 Weeks		4 Weeks		5 or more	
	* P	* S	P	S	P	S	P	S	P	S
$ 0 - 100	17	33	50	34	33	33	0	0	0	0
100 - 200	20	31	43	53	27	14	5	2	5	0
200 - 500	14	21	40	48	36	23	8	5	2	3
500-1,000	9	13	38	47	37	34	12	5	4	1
1,000-5,000	10	14	45	57	32	25	10	3	3	1
5,000+	5	8	36	55	39	27	18	9	2	1

Maximum Vacation After 5 Years

	P	S	P	S	P	S	P	S	P	S
$ 0 - 100	0	0	50	67	25	0	25	33	0	0
100 - 200	0	0	9	17	69	67	11	10	11	6
200 - 500	1	1	9	13	44	49	41	30	5	7
500-1,000	1	1	5	6	43	57	38	27	13	9
1,000-5,000	1	1	12	16	43	52	35	25	9	6
5,000+	0	0	7	10	37	48	42	34	14	8

Maximum Vacation after 10 Years

	P	S	P	S	P	S	P	S	P	S
$ 0 - 100	0	0	25	33	50	33	0	0	25	33
100 - 200	0	0	4	8	48	42	40	42	8	8
200 - 500	1	1	4	6	21	35	64	47	10	11
500-1,000	0	3	4	6	21	27	56	50	19	14
1,000-5,000	3	3	5	7	19	28	55	49	18	13
5,000+	0	3	0	0	23	26	55	53	22	18

Maximum Vacation After 20 Years

	P	S	P	S	P	S	P	S	P	S
$ 0 - 100	0	0	34	34	0	0	33	33	33	33
100 - 200	0	0	0	5	38	33	38	38	24	24
200 - 500	2	2	6	6	17	31	56	44	19	17
500-1,000	0	0	2	3	18	22	46	45	34	30
1,000-5,000	2	1	5	6	16	21	44	43	33	29
5,000+	0	0	0	0	12	14	47	54	41	32

* P= Professional Staff, S= Clerical/Support Staff

B. HOLIDAYS, SICK LEAVE DAYS, OTHER PAID TIME OFF

The majority of agencies, regardless of geographical location, continue to offer 9-11 holidays to employees each year.

Some sick leave paid days are offered by a majority of 501 (c)(3) agencies. There is little difference by region, and 12-15 days sick leave are most likely provided.

Almost all agencies provide some funeral leave when needed, usually 3-5 days. Most agencies have some guidelines as to when funeral leave is appropriate. Many agencies also have provision for personal or other special paid days off, normally a few days each year. However, several of the smaller agencies reported as many as 16 paid days off in this category, perhaps in lieu of less paid vacation or sick leave.

Agency budget size is not as large a factor in these categories as in other beneifts.

Graphic 22: % of Reporting Agencies Offering Paid Time Off by Region

Allowable Holidays	NE	SE	MW	MTN	SW	PAC
0 - 5	5%	0%	4%	11%	6%	7%
6 - 8	23	38	32	22	26	18
9 -11	49	41	50	53	52	55
12+	23	21	14	14	16	20

Allowable Sick Days	NE	SE	MW	MTN	SW	PAC
0 - 5	8	9	14	10	17	12
6 - 8	10	11	11	13	10	14
9 - 11	23	18	35	23	20	27
12 - 15	46	62	35	52	46	47
16 +	13	0	5	2	7	0

Allowable Funeral Leave	NE	SE	MW	MTN	SW	PAC
0 - 5	94	100	97	98	100	98
6 +	6	0	3	2	0	2

Allowable Personal Days	NE	SE	MW	MTN	SW	PAC
0-5	92	97	97	97	98	93
6 +	8	3	3	3	2	7

Allowable Other Days	NE	SE	MW	MTN	SW	PAC
0 - 5	91	93	100	92	84	89
6 +	9	7	0	8	16	11

Graphic 23: % of Reporting Agencies Offering Paid Time Off by Budget Size

Allowable Holidays	$0-100	100-200	200-500	500-1000	1000-5000	5000+
0 - 5	50%	7%	14%	9%	4%	2%
6 - 8	0	36	22	23	24	26
9 -11	33	44	54	50	51	49
12 - 15	17	13	7	15	20	23
16+	0	0	3	3	1	0
Allowable Sick Days						
0 - 5	60	29	15	13	7	3
6 - 8	0	2	10	16	16	8
9 - 11	0	25	23	24	24	27
12 - 15	40	42	45	45	49	54
16 +						
Allowable Funeral Leave						
0 - 5	100	94	97	99	97	100
6 +	0	6	3	1	3	0
Allowable Personal Days						
0 - 5	100	91	93	98	97	94
6 +	0	9	7	2	3	6
Allowable Other Days						
0 - 5	100	88	85	94	94	85
6 +	0	12	15	6	6	15

C. PENSION PLANS

1991 is the first year in which pension plans are now reported to be in use by a majority of agencies in every geographical region. The southeast continues to report the greatest participation, by a slight margin over the northeast (Graphic 24).

Budget size also plays a large part in pension plan participation (Graphic 25). Only organizations with budgets over $500,000 currently report majority participation in some type of pension program, although more than a third of the agencies in the $200,000 - 500,000 category also report some type of plan.

Professionals are still more likely to be offered pension plans, but support staff is definitely closing the gap in all regions and in all budget categories.

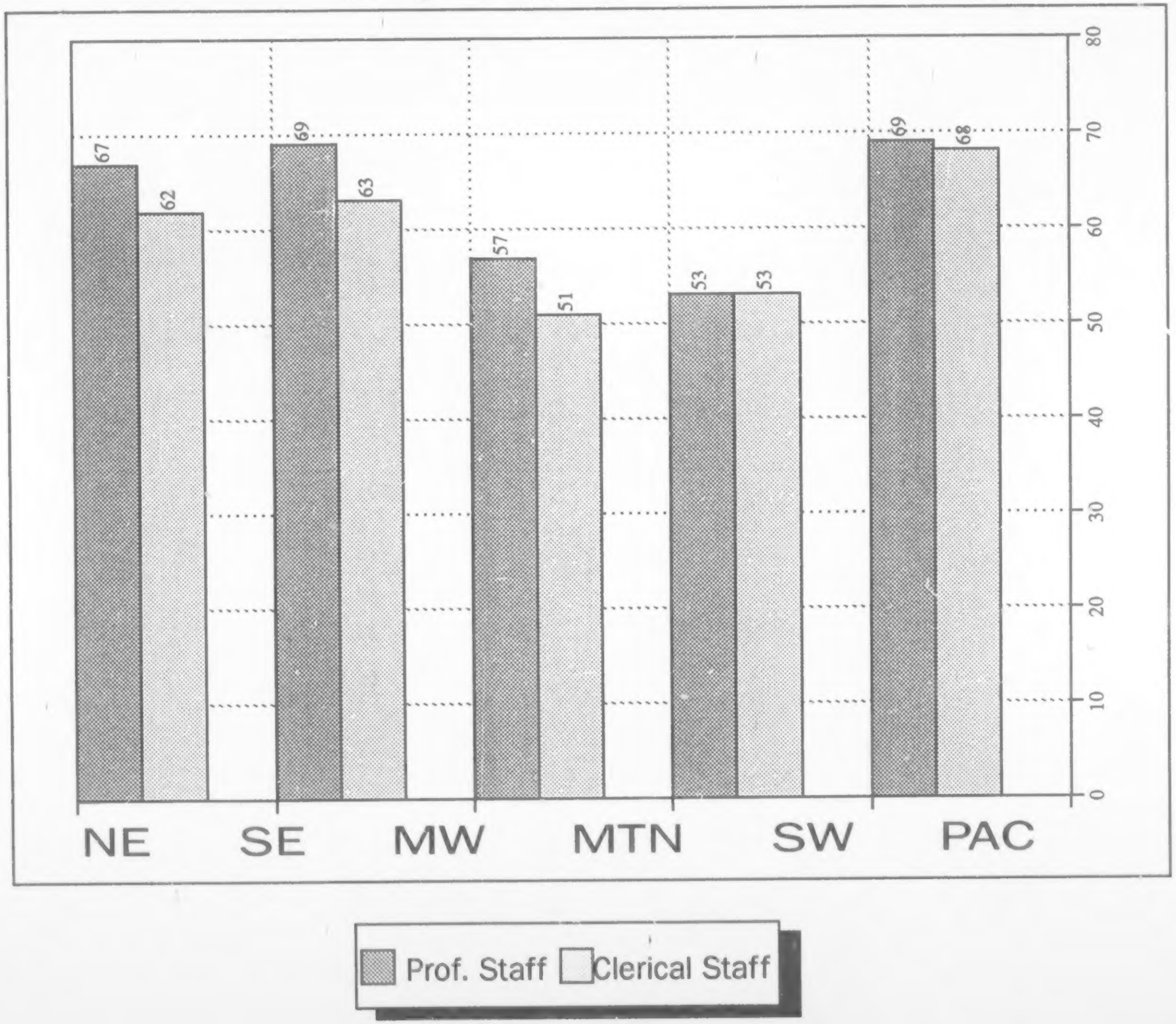
For those agencies with pension programs, just over half contribute more than 50% of the cost of the plans. There is not a great deal of difference in the contribution rate by agency budget size, except for the smallest agencies, all of whom contribute less than half of plan cost to the program.

Regionally, the only significant change in reported contribution rate appears to be in the midwest, where agencies with plans show a significant drop this year in the number of those providiing 50% or more of plan cost. Regional economics may be an important factor here.

GRAPHIC 24:

Pension Plans
By Region

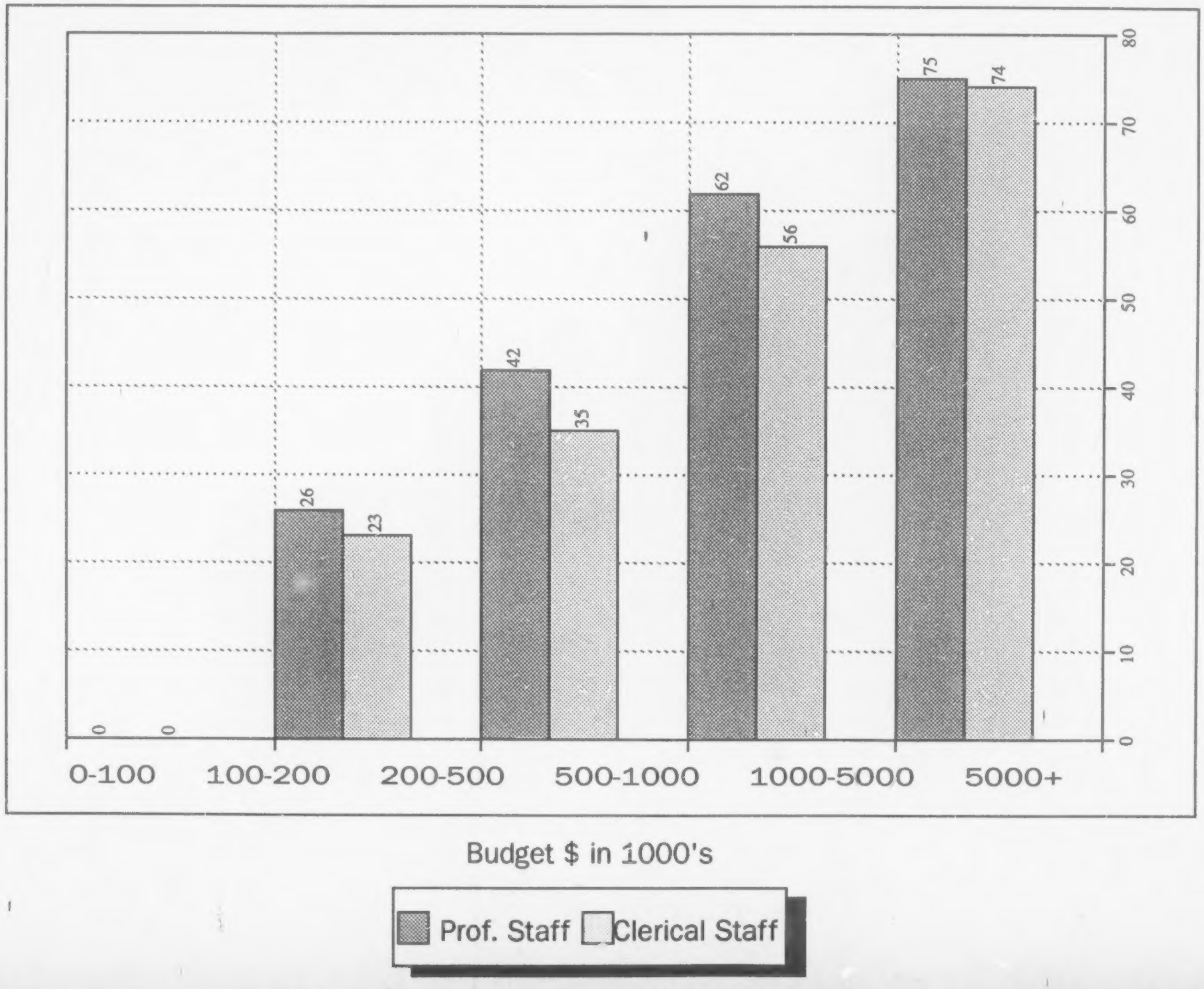
(669 Agencies Reporting)



GRAPHIC 25:

Pension Plans By Budget

(685 Agencies Reporting)



D. HEALTH INSURANCE COVERAGE

Coverage for individual employees is high, averaging 92% for professionals and 90% for support staff. Individual coverage is fairly uniform throughout the regions. For family coverage, the pacific coast reports highest coverage, with slighjtly lower coverage in the southeast and mountain regions. Agency budget size has important impact on this coverage, although only the smallest agencies really lag behind (Graphic 26).

Less than half (42%) of the agencies expect their employees, both professional and support staff, to contribute toward individual insurance plan cost, and of these, a vast majority (75%) expect the employee to pay less than 50% of insurance costs.

In the case of family health coverage, however, about 3 of every 4 agencies reporting this year say the require the employee to contribute to plan costs, and those agencies expect about 60% of family health plan costs to be paid by the employee.

Graphic 26: % Health Insurance Coverage-Individual & Family
(471 Agencies Reporting)

A. BY REGION	INDIVIDUAL		FAMILY	
	P*	S	P	S
1 (NE)	93%	93%	82%	82%
2 (SE)	94	92	76	71
3 (MW)	91	87	81	73
4 (MTN)	92	88	76	75
5 (SW)	94	92	77	74
6 (PAC)	96	96	88	84
B. By Budget Size (in $000's)				
$ 0 - 100	50	33	17	17
100 - 200	83	76	62	50
200 - 500	85	80	65	61
500 -1,000	92	93	76	76
1,000 -5,000	99	99	88	86
5,000+	99	99	96	94
Overall Avg.	92	90	79	76

* P= professional Staff, S= Clerical/Support Staff

E. DISABILITY COVERAGE

As shown in graphic 27, disability plans are becoming quite prevalent, particularly in agencies with budgets over $1,000,000. The southwest region reports the greatest participation, with the mountain region the least.

Short term disability plans appear to be far less sensitive to budget size than long term plans. Both programs show very little difference between offerings to support staff and professionals.

Term life coverage is a new reporting category this year and seems to indicate very substantial coverage in all regions and in all budget categories over $200,000.

Graphic 27: % Disability Coverage
(501 Agencies Reporting)

	Short-Term Disability		Long-Term Disability		Term Life Insurance	
A. By Region	*P	S	P	S	P	S
1 (NE)	40%	39%	52%	50%	74%	72%
2 (SE)	35	33	47	45	69	69
3 (MW)	44	40	55	47	79	76
4 (MTN)	21	18	41	37	68	63
5 (SW)	66	63	62	57	68	66
6 (PAC)	44	45	62	59	74	74
B. By Budget Size (in $000's)						
$ 0 - 100	33	29	0	0	0	0
100 - 200	30	23	29	19	40	34
200 - 500	30	27	34	31	55	52
500-1,000	37	36	48	47	71	69
1,000-5,000	44	44	57	54	85	83
5,000+	46	45	81	78	90	90
Overall Avg.	37	36	51	48	71	69

* P= Professional Staff, S= Clerical/Support Staff

F. OTHER BENEFITS REPORTED

This year's survey asked agencies to report on seven other important benefit programs, including two new categories- "flex spending accounts" and "job sharing".

The major benefit growth would seem to be in dental plans, with seven of every ten agencies covered by the survey listing this benefit. However, it should be noted that these plans, like any health coverage, usually vary greatly in their scope and costs.

This tabular graph also indicates that both flextime and educational assistance are becoming significant benefits, with a majority of the agencies providing them. In the case of education, the agencies with smaller budgets are understandably less likely to provide the benefit, but these small agencies lead the way in offering flextime opportunities to their employees.

Credit union programs are now offered by 40% of agencies reporting, but child care programs are still offered by only a few nonprofits, and shows growth from last year's report only in the agencies with low or mid-size budgets.

Graphic 28: Other Benefits Reported

A. By Region	Credit Union	Flex Time	Educ. Assist	Child care	Dental	Flex spending	Job Share	Other
1 (NE)	25%	57%	51%	5%	63%	17%	13%	15%
2 (SE)	41	48	49	4	78	17	24	25
3 (MW)	23	54	53	7	59	23	23	10
4 (MTN)	46	59	39	6	62	25	22	20
5 (SW)	41	56	52	5	67	20	20	22
6 (PAC)	39	56	43	2	75	16	19	30
B. By Budget Size (in $000's)								
$ 0 - 100	0	43	0	0	0	0	0	0
100 - 200	17	58	32	0	36	9	12	19
200 - 500	14	59	33	5	59	7	26	14
500-1,000	28	54	37	7	69	14	23	11
1,000-5,000	48	53	58	6	75	28	13	23
5,000+	66	61	61	5	81	36	27	36
Overall Avg.	37	56	46	5	66	20	20	21

G. CASH BENEFIT COSTS--% OF TOTAL PAYROLL

For the first time agencies were asked to estimate what cash benefits are costing them, as a percentage of their total payroll costs.

For this purpose, only actual cash items such as retirement contributions, health or other insurance costs paid by the agency, and other costs paid by the agency, such as dental care, child care, educational assistance, etc. were to be included. Vacation, holiday pay, sick leave, etc.---all very much benefit expense---were considered indirect for purposes of this question.

Even with the exclusions noted, the direct cash costs averaged between 15-20% of payroll in all regions, and as high as 25% in the $5,000,000 + agencies. Graphics 29 and 30 provide more data on this important subject.

Graphic 29: % of Agencies Reporting % of Payroll-by Region

Region TOTAL PAYROLL %	NE		SE		SW		MTN		SW		PAC	
	P	S	P	S	P	S	P	S	P	S	P	S
10 - 20	20	22	11	11	18	22	20	16	13	18	15	17
10 - 20	35	35	34	36	47	47	44	47	42	37	33	32
20 - 30	36	36	53	49	26	22	33	31	34	31	39	38
30 - 40	9	7	2	4	9	9	3	6	11	14	13	13
Benefit Costs % of Payroll Average	18	18	20	20	18	17	17	18	17	19	20	20

Graphic 30: % of Agencies Reporting % of Payroll- by Budget Size

($000's) TOTAL PAYROLL %	$0 -100		100-200		200-500		500-1000		1000-5000		5000 +	
	P	S	P	S	P	S	P	S	P	S	P	S
0-10%	83%	100%	48%	61%	28%	27%	18%	17%	8%	8%	0%	1%
10-20	17	0	40	29	49	52	44	47	39	40	24	24
20-30	0	0	12	7	20	19	29	27	47	46	55	49
30-40	0	0	0	3	3	2	9	9	6	6	21	26
Benefit Costs % of Payroll Average	7	5	11	10	15	15	18	18	20	20	25	25

* P = Professional Staff S= Support/Clerical Staff

Section IV

Survey Paticipants

ALABAMA

ARMY AVIATION MUSEUM FOUNDATION INC

BAPTIST HEALTH SERVICE FOUNDATION

HUNTSVILLE REHABILITATION FOUNDATION INC

UNITED WAY OF LEE CO INC

VILLAGE AT COOK SPRINGS, THE

ARKANSAS

OZARK GUIDANCE CENTER INC

ARIZONA

AREA AGENCY ON AGING - REGION I INC

ARIZONA AFFILIATED TRIBES INC

ARIZONA BAPTIST CHILDRENS SERVICES

ARIZONA BAPTIST RETIREMENT CENTERS

ARIZONA BRIDGE TO INDEPENDENT LIVING (ABIL)

ARIZONA CHILDREN'S HOME ASSOCIATION

ARIZONA FAMILY PLANNING COUNCIL

ARIZONA INTERSCHOLASTIC ASSOCIATION

AT HEART INSTITUTE FOUNDATION

AWAKENING SEED SCHOOL

BALLET ARIZONA

BHAGA

SUN CITIES AREA INTERFAITH SERVICES INC

WAYMARK GARDENS

CALIFORNIA

AAPCHO

CALIFORNIA

AGENCY FOR INFANT DEVELOPMENT

ALCOHOLISM CENTER FOR WOMEN

AMERICAN CANCER SOCIETY

AMERICAN LUNG ASSOCIATION OF SAN MATEO COUNTY

AMERICAN RED CROSS PASADENA CHAPTER

AMERICAN RED CROSS VENTURA COUNTY

ARIEL MINISTRIES

BAY AREA WOMEN AGAINST RAPE

BEHAVIORAL HEALTH SERVICES INC

COURT APPOINTED SPECIAL ADVOCATES

E T R ASSOCIATES

EL CONCILIO DE MADERA

ESCALON INC

FAMILY RESOURCE CENTER

FOSTER FAMILY AGENCY

FRESNO ZOOLOGICAL SOCIETY

FRIENDS FOR YOUTH INC

GUIDED DISCOVERIES INC

HELP FOR BRAIN INJURED CHILDREN INC THE CLETA HARDER DEV SCHOOL

HORIZONS UNLIMITED OF SAN FRANCISCO, INC

LOS ANGELES SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS

MILLS-PENINSULA HOSPITAL FOUNDATION

MUSIC CENTER OF LOS ANGELES COUNTY, THE

NEW WAYS TO WORK

NORTHERN CALIFORNIA SERVICE LEAGUE

CALIFORNIA

PACIFICA PROGRAM SERVICE (PARTY PACIFIC FOUNDATION)

PILGRIM PLACE

SAN MATEO BATTERED WOMEN'S SERVICES

SHELTER SERVICES FOR WOMEN INC

SITIKE COUNSELING CTR

THE TRUST FOR PUBLIC LAND

THEATRE WEST

VOLUNTEER CENTER OF GREATER ORANGE CO

WESTSIDE REGIONAL CENTER

YOUTH AGENCY

COLORADO

ADOPTION CENTER, THE

ADULT LEARNING SOURCE

ALLIED JEWISH FEDERATION OF DENVER

ALTERNATIVES TO VIOLENCE INC

AMERICAN ASSOCIATION OF SUICIDOLOGY

AMERICAN INDIAN SCIENCE AND ENGINEERING

AMERICAN NUMISMATIC ASSOC

AMERICAN SOLAR ENERGY SOCIETY

ANDERSON RANCH ARTS FOUNDATION

ARABIAN HORSE TRUST

ARAPAHOE MENTAL HEALTH CENTER

ARK INC CHEMICAL DEPENDENCY RECOVERY CENTER

ARTREACH INC

COLORADO

ASPEN SKI CLUB INC

ASSOCIATION FOR CHRISTIAN CONFERENCES TEACHING AND SERVICE

ASSOCIATION FOR COMMUNITY LIVING IN THE FOOTHILLS

ASSOCIATION FOR COMMUNITY LIVING OF ARAPAHOE

ASSOCIATION FOR RETARDED CITIZENS IN ADAMS COUNTY ARC/ADAMS CNTY

ASSOCIATION OF GRADUATES USAF ACADEMY INC

ATTACHMENT CENTER AT EVERGREEN, THE

ATTENTION INC

AURORA COMMUNITY MENTAL HEALTH CENTER

BAL SWAN CHILDRENS CENTER

BELLE BONFILS MEMORIAL BLOOD CENTER

BETH HAVEN INC

BIBLIOGRAPHICAL CENTER FOR RESEARCH BCR

BIOLOGICAL SCIENCES CURRICULUM STUDY (BSCS)

BOULDER COUNTY ENTERPRISES INC

BOULDER COUNTY UNITED WAY

BOULDER SHELTER FOR THE HOMELESS

BRECKENRIDGE DEVELOPMENT FOUNDATION, THE

CARE-A-VAN INC

CATHOLIC COMMUNITY SERVICES NORTHERN

CAUSE

CENTER FOR PEOPLE WITH DISABILITIES

CHINS UP-YOUTH AND FAMILY SERVICES

COLORADO AIDS PROJECT

COLORADO ASSOC FOR CONTINUING MEDICAL LABORATORY EDUCATION

COLORADO

COLORADO ASSOCIATION OF COMMUNITY CENTERED BOARDS

COLORADO CHAUTAUQUA ASSOCIATION

COLORADO CONTEMPORARY DANCE

COLORADO DANCE FESTIVAL

COLORADO PTA

COLORADO SIDS PROGRAM INC, THE

COLORADO SPRINGS CHILD NURSERY CENTERS INC

COLORADO SPRINGS OSTEOPATHIC FOUNDATION

COLORADO WOMEN'S EMPLOYMENT AND EDUCATION INC

COMMUNITY LIVING ALTERNATIVES INC

COMMUNITY TECHNICAL SKILLS CENTER

CROWLEY COUNTY DEPT OF SOCIAL SERVICE

DENVER BOTANIC GARDENS

DENVER EDUCATIONAL SENIOR CITIZENS INC (DESCI)

DENVER PUBLIC LIBRARY FRIENDS FOUNDATION

DENVER URBAN MINISTRIES (DEN UM)

DENVER VICTIMS SERVICE CENTER

DENVER YOUNG ARTISTS ORCHESTRA

DEVELOPMENT OPPORTUNITIES

DEVELOPMENTAL DISABILITIES CENTER

ECONOMICS INSTITUTE, THE

EDUCATION COMMISSION OF THE STATES

END-STAGE RENAL DISEASE NETWORK

EXCELSIOR

FOOTHILLS ART CENTER, THE

COLORADO

GARFIELD YOUTH SERVICES

GATEWAY BATTERED WOMENS SHELTER

GIRL SCOUTS MILE HI COUNCIL

GIRL SCOUTS-WAGON WHEEL COUNCIL

GIRLS INCORPORATED OF METRO DENVER

GOODWILL INDUSTRIES OF COLORADO SPRINGS

GOODWILL INDUSTRIES OF DENVER

GRAND COUNTY HIST ASSOC

HOPE COMMUNITIES INC

HOSPICE OF LARIMER COUNTY

INDIVIDUAL AND FAMILY COUNSELING

JEFFERSON CENTER FOR MENTAL HEALTH

JEFFERSON HALL RESIDENCE INC

JUSTICE INFORMATION CENTEL INC

KIND KIDS IN NEED OF DENTISTRY

L I F E INC (LIFE INDEPENDENCE FREEDOM FOR THE ELDERLY)

LARADON

LAS ANIMAS COUNTY REHABILITATION CENTER

LEGAL AID SOCIETY OF METRO DENVER

LISTEN FOUNDATION

MAKE-A-WISH-FOUNDATION OF COLORADO INC

MANITOU FOUNDATION

MENTAL HEALTH CORPO OF DENVER

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MID-COLO REGIONAL COMMISSION FOR THE DEVELOPMENTALLY DISABLED INC

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MT ST VINCENT HOME

MUSK ASSOCIATES OF ASPEN INC

NATIONAL FOUNDATION OF DENTISTRY FOR THE HANDICAPPED

NORTH METRO COMMUNITY SERVICES

PIKES PEAK COMMUNITY ACTION AGENCY

PIKES PEAK UNITED WAY

PITON FOUNDATION, THE

PLANNED PARENTHOOD OF THE ROCKY MOUNTAINS

PRO RODEO HALL OF FAME

PROWERS MEDICAL CENTER

PUEBLO DIVERSIFIED INDUSTRIES INC

PUEBLO SENIOR CITIZENS RESOURCE DVLP AND COORDINATIONG AGENCY INC

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RESOURCE CENTER INC, THE

ROCKY MOUNTAIN ADOPTION EXCHANGE

ROUNDUP FELLOWSHIP

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SAMARITAN CENTER FOR COUNSELING AND TRAINING

SAN LUIS VALLEY CHRISTIAN COMMUNITY SERVICES

SENIOR RESOURCES OF BROOMFIELD INC

SENIORS RESOURCE CENTER INC

SILVER KEY SENIOR SERVICES

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WOMENS CRISIS CENTER OF DOUGLAS COUNTY

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ECKERD FAMILY YOUTH ALTERNATIVES

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AMERICAN SICKLE CELL ANEMIA ASSN

BEECH ACRES - THE GENERAL PROTESTANT ORPHAN HOME

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LUTHERAN SOCIAL SERVICES OF CENTRAL OHIO

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NATIONAL SOCIETY TO PREVENT BLINDNESS

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CONREGATION B'NAI EMUNAH

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AMERICAN LUNG ASSOCIATION OF OREGON

AMERICAN RED CROSS

OREGON

AMERICAN TINNITUS ASSOCIATION

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OREGON COAST COUNCIL FOR THE ARTS

OREGON MUSEUM OF SCIENCE AND INDUSTRY

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AMERICAN RED CROSS-KEYSTONE

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CHILDREN'S ONCOLOGY SERVICES OF TX (DBA RONALD MCDONALD HOUSE)

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EASTER SEAL SOCIETY OF THE RIO GRANDE VALLEY INC

FAMILY OUTREACH OF GREATER DALLAS

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Publications Available from the Technical Assistance Center

1. **Employer/Employee Guide to Nonprofit Compensation**
   This useful guide allows employers and employees to communicate about compensation. Includes a brief history of nonprofit compensation practices, compensation from a nonprofit perspective, how fair and equitable salary and benefits packages are determined, and the importance of employer/employee communication on this subject.

2. **Marketing Without Mystery**
   Marketing without Mystery offers a visual learning process complete with step-by-step worksheets to help nonprofits design a marketing strategy unique to their organization. Included in this publication are strategy playsheets that become the basis for an organized marketing plan designed exclusively for each individual organization's product, service and market mix.

3. **1991 Colorado Nonprofit Wage & Benefits Survey**
   Detailed information on the compensation practices of Colorado 501(c)(3) nonprofits is included in this publication. Also provided are high, average and low salaries for 14 typical nonprofit positions in addition to information on benefits such as vacation, sick leave, insurance, and more.

4. **1991 National Nonprofit Wage & Benefits Survey**
   This survey follows the same format as the Colorado Nonprofit Wage & Benefits Survey (see above), but incorporates data from over 500 501(c)(3) nonprofit organizations around the country.

5. **Manual for Board Members**
   This 12 page manual is a comprehensive guide to board roles, responsibilities and liabilities. In addition, it covers such topics as board composition, effective committees, and board/staff relations.

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